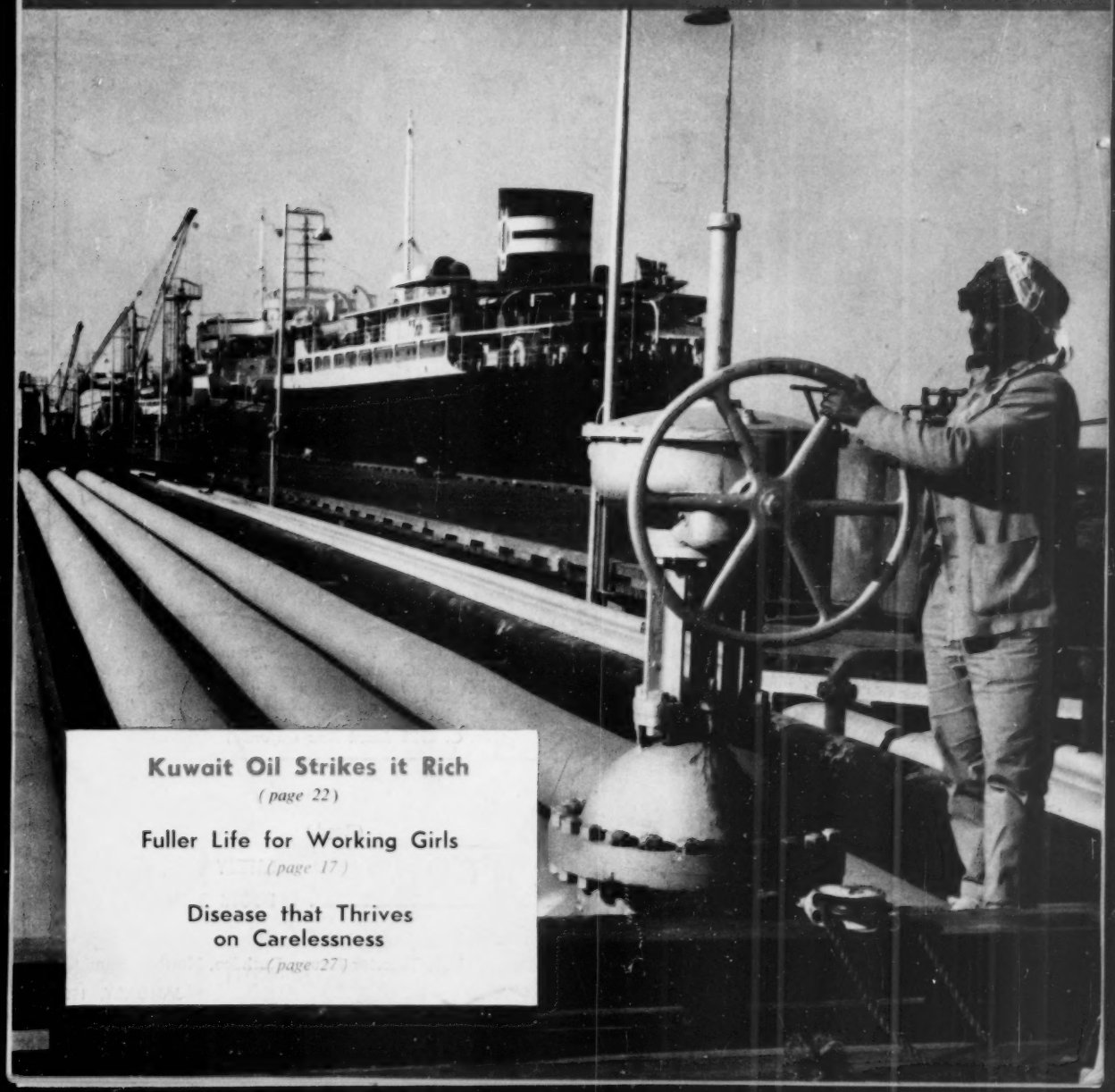
JANUARY, 1959 2s. 3d.

Personnel Management & Methods

WELFARE · SAFETY · HEALTH · CANTEEN · EFFICIENCY AIDS



Kuwait Oil Strikes it Rich
(page 22)

Fuller Life for Working Girls
(page 17)

Disease that Thrives on Carelessness
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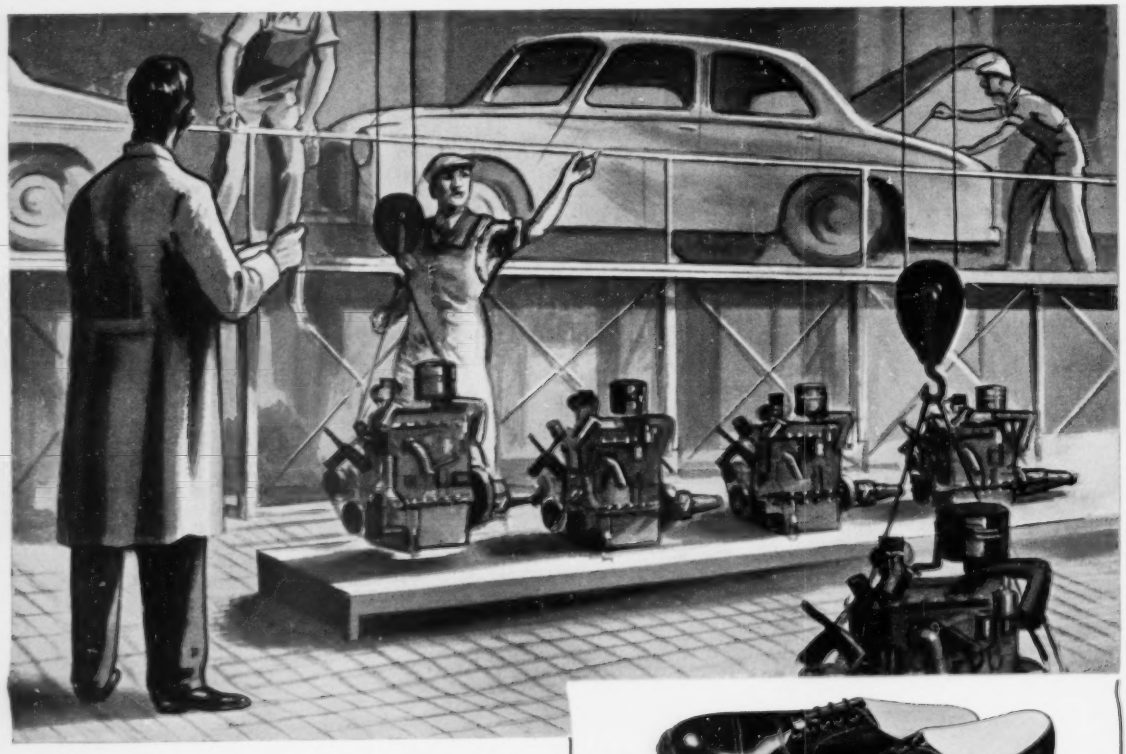
DANGER IN THE WORKS



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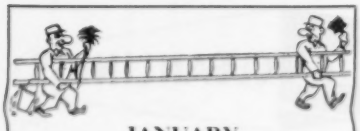

JANUARY

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Personnel Management & Methods

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JANUARY, 1959

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Apparatus of Modern Welfare designs a bright, efficient canteen restaurant

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HEATING * LIGHTING * EFFICIENCY AIDS * HANDLING * SAFETY
OFFICE AIDS * PACKAGING * WELFARE * CLEANING

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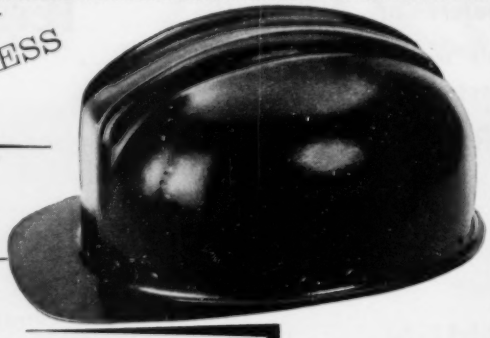

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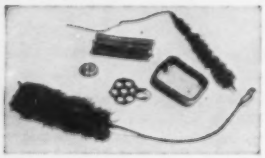

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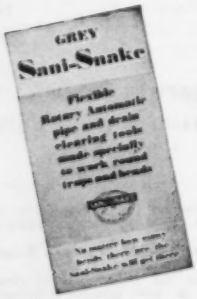

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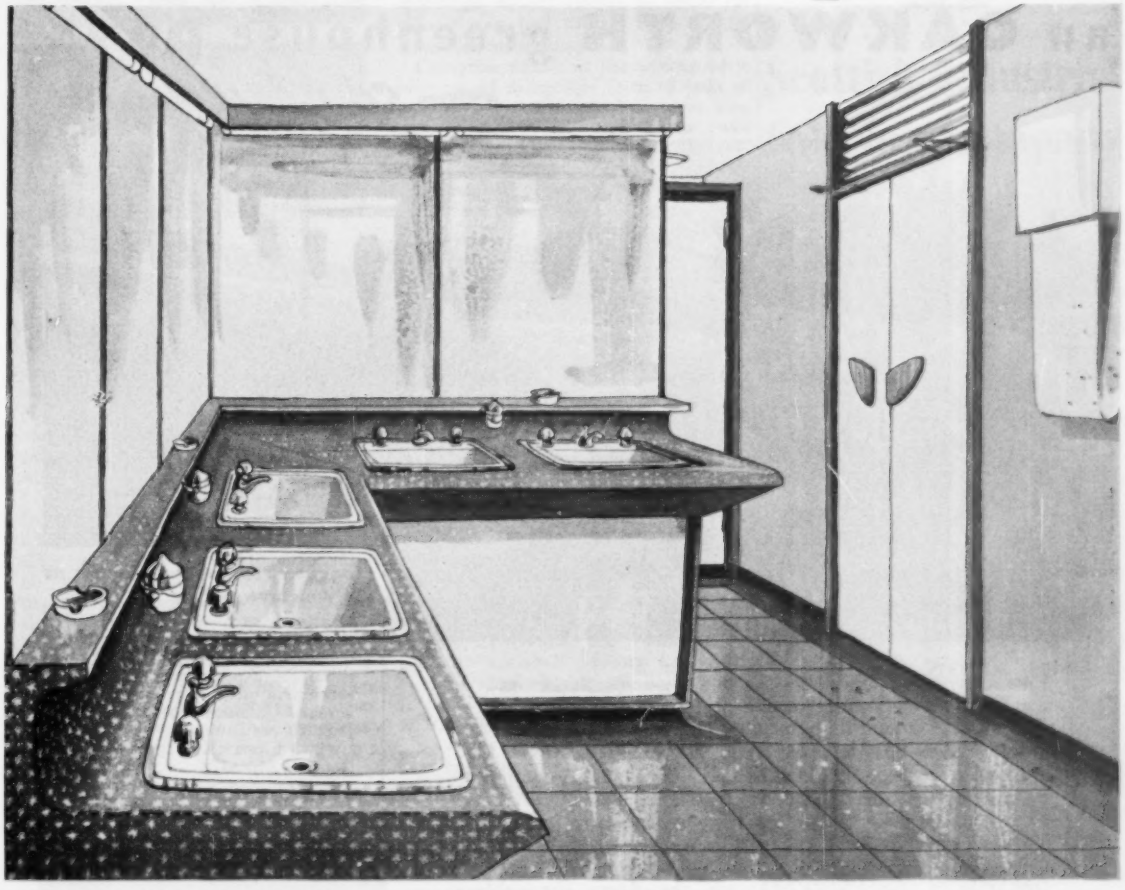

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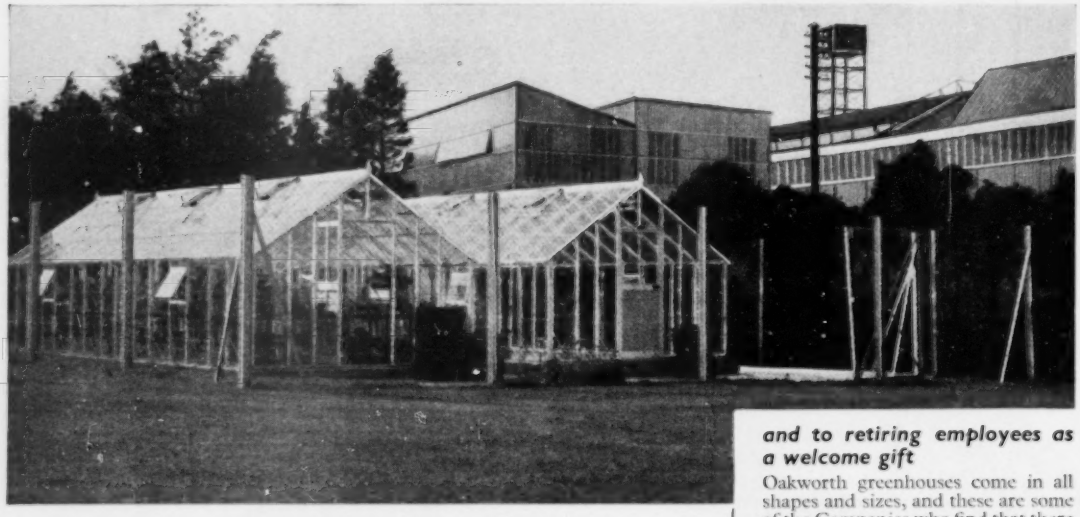
SANKEY OF WELLINGTON find an OAKWORTH greenhouse pays — so could you



Like many other famous Industrial Companies, Sankey believe that if you maintain a gardening staff it's only commonsense—and a very sound investment—to have a greenhouse. An Oakworth greenhouse ensures constant supplies of fresh food or flowers and cuts canteen costs. Few items of equipment produce such returns, so quickly, with such a small outlay and so few overheads. Think whether an Oakworth greenhouse could be a profitable investment for you.

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POINT COUNTER POINT

Moment of Decision

HAVE the recent Government proposals made you doubtful about your new employee pension scheme? The same doubts occurred to management in the Pressed Steel Company Ltd. Nevertheless, they went ahead with their plans for a new non - contributory pensions and insurance project.

All factory workers are entitled to free life insurance during employment, and to a pension on normal retirement after 10 years' service. There will also be special benefits for widows or dependants of any employee who dies shortly after retirement.

Staff members of the firm have had a pension scheme for some time. Under the new scheme they will receive larger free life insurance, and will pay smaller contributions towards their pensions. The company will pay the greater part of the cost.

Both factory and staff workers can, if they wish, make voluntary contributions to secure higher pensions or extra endowment assurance on favourable terms.

The company had the best reason for deciding to launch the scheme at such an unsettled moment. It employs a large proportion of skilled and highly paid workers. This was, the problem: should a man who has, by his own efforts, enjoyed a high standard of living throughout his working life, be reduced to the general average when he retires? Mr. J. R. Edwards, the firm's managing director supplies the answer: "It is the present intention of the company to maintain arrangements which will ensure that its employees should always be better off than if they had to rely only on the minimum State benefits".

Complete details of the scheme have been issued in booklet form to each of the firm's 17,000 employees. But long before this stage, the plan was explained to every one of the 700 executives and supervisors, so that they could answer questions from employees when the introductory notices were posted in the works. Although the four factories of Pressed Steel are up to 350 miles apart, the "briefing" operation was planned to take place at exactly the same time. Later on, there will be full works meetings at which employees can question the company's pension and insurance experts, and obtain personal advice on any unusual problems.

The Editor, the Advertisement Manager and the staff of PERSONNEL MANAGEMENT & METHODS cordially wish all their readers and advertisers happiness and prosperity in the New Year.

Positive Policy

A WARNING to employers to work out their redundancy policies well in advance, and not to attempt to evolve one "in the shadow of a redundancy situation", was given recently by Mr. R. R. Hopkins, personnel and welfare manager of Vauxhall Motors Ltd. Mr. Hopkins was addressing the British Institute of Management's "Challenge of Change" conference at Brighton; his subject: security for the employee.

It had come as a shock, he said, to find that there were industries and circumstances in which some redundancy could not be avoided. It was not only socially provocative, but generally conducive to lower morale. In his experience most workpeople were primarily concerned with the period of notice; even the payment of "separation money" could not compensate for a bare week's notice.

"But if a company works council, or similar body, is given fair general warning, and every opportunity to ask questions—particularly in relation to alternative means of resolving the situation—the likelihood is that the whole distasteful operation will run smoothly, and with what might be considered a surprising absence of hard feeling".

Mr. Hopkins' ideas are not new; they add nothing to the views given in the Minister of Labour's booklet on "Positive Employment Policies". But the fact that Mr. Hopkins speaks from his experience in the vehicle industry —the most susceptible of all to trade

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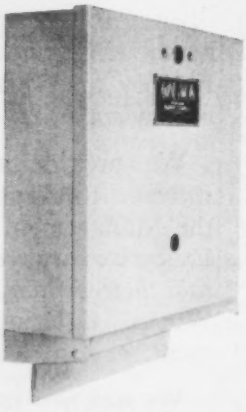

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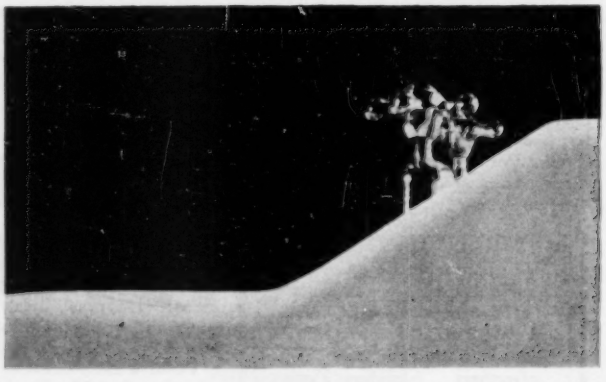

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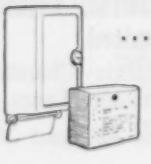

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POINT COUNTER POINT

fluctuation—is a compelling reason for all employers to pay heed and plan their policies accordingly. The title, "expert", is grossly misapplied these days, but Mr. Hopkins has an indisputable claim to it. Copies of his complete speech (price 1s. 6d.) can be had from the BIM Information Dept., Management House, 80 Fetter Lane, London, E.C.4.

'Give them a Chance'

LEICESTER employers are being asked to assist a new experiment in the rehabilitation of long-term prisoners. The plan is that some men who are nearing the end of their sentences will be guaranteed employment in local industry, and will return each evening to a special hostel.

The scheme is one of the new reforms being introduced by the Home Office. Negotiations are in progress with local employment exchange officials, and if the plan proves successful suitable prisoners will be transferred to Leicester from other prisons to participate.

Although the trade unions are expected to have a number of doubts and reservations at first, informed opinion is that there is no reason why the scheme should not work. Obviously a lot will depend upon the individual personnel officer whose job it will be to select the prisoners. Invited to comment on the scheme, Mr. W. J. Rench, labour relations advisor to the National Hosiery Manufacturers' Federation, and chairman of Leicester branch of the Institute of Personnel Management, said that he was in favour of the idea.

He told a PM & M correspondent that, when he had been working in Lancashire, he had employed men with prison records. "When—because of their history—these men are unable to find work", he said, "they become embittered and resort once more to crime.

"*In my experience they work extremely hard. They feel that they owe something to the community, and I believe that they need to be given a chance*".

Tailor-made Careers

THE average British man is becoming internationally celebrated—as "Mr. Baggy-Trousers". So says the Wholesale Clothing Manufacturers' Federation, which is, of course, in the throes of a campaign to make men more clothes-conscious.

How important are clothes to a man in his career? In their search for an answer to this intriguing question, Federation scouts have gleaned opinions in high places. Sir Richard Powell, director-general of the Institute of Directors (and described by the W.C.M.F. as one of Britain's best-dressed men), says: "Clothes do matter. Somebody who is untidy in his dress is probably untidy in his mind as well . . . I would never employ a sloppily dressed individual".

A Federation spokesman comments: "Most men appear to be unaware of the effect which the way they dress has upon their employers, or of the fact that they may have missed promotion by wearing a pair of baggy trousers or an old raincoat".

It looks as though the top people of the future will have to do more than just carry a copy of that well-known national daily around with them, if they want to be noticed by their superiors. As a last resort they might try to develop their ability and intelligence. Or are we being just a little pedantic?

This Month's Cover

. . . was photographed by Adolf Morath. It shows one of the oil-loading piers of the Kuwait Oil Company. In 1956, and again in 1958, Morath took his camera to the Persian Gulf to record the company's achievements. The complete history—in colour—can be seen at the company's offices in Wigmore Street, London. For the Personnel Management Picture Story on pages 22-24 we have selected some of the photographs which depict the welfare services provided for Kuwait Oil's 9,000 employees.

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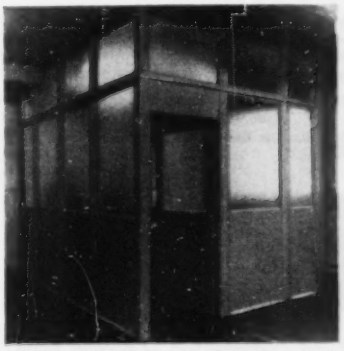

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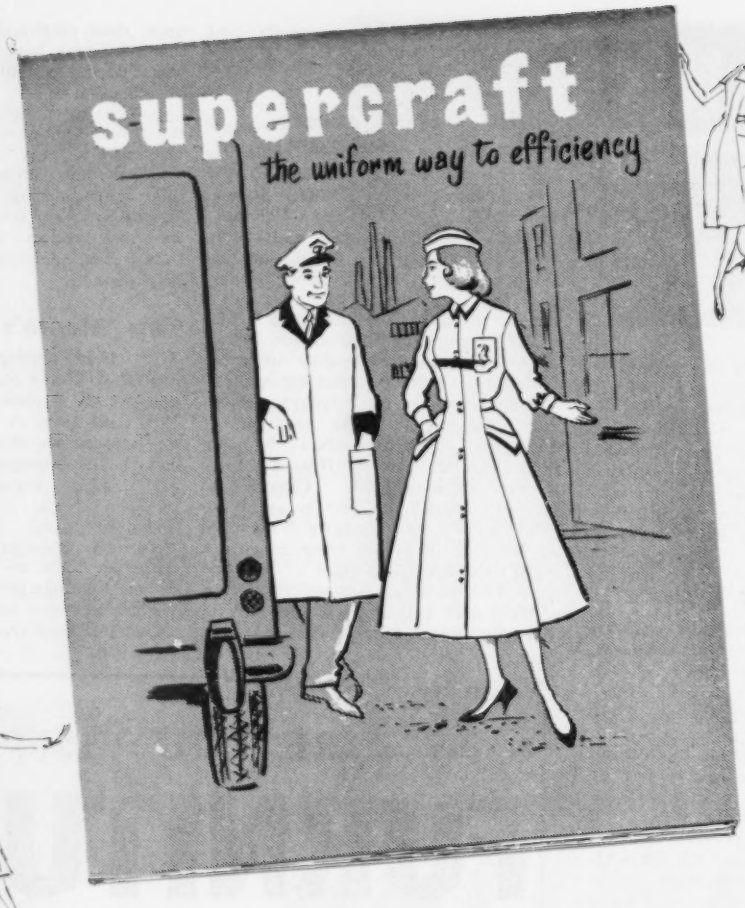

A smart start to the New Year!

On every page of this Supercraft catalogue, you'll find evidence of the skilful design and first-class craftsmanship that have made these overgowns the answer to so many industrial clothing problems.

There's a swatch page of sample materials, so that you can choose exactly what you want immediately—there's a section dealing with the wonderfully comfortable and practical range of men's overalls and overgowns—AND there are pages telling you about our "9 till 5" fashions for office workers, which are now available with contrast piping.

If industrial clothing is your headache, this interesting catalogue will be invaluable to you. If we've supplied you with Supercraft overgowns already, send for a copy just the same—we've a feeling that you'll fall for the bright ideas in this new booklet.

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NEWS NAMES NOTES

Safety First (and Second)

OVER 20,000 entries were received by the Royal Society for the Prevention of Accidents in their safety week contest for brief and original captions to the poster reproduced below. Both first and second prizes (a total of £70 in winnings) were awarded to Mr. W. L. Jones, 47-year-old traffic assistant in the transport department of Murgatroyd's Salt and Chemical Co. Ltd., Sandbach, Cheshire. His winning caption: "Clear 'sitedness' prevents falls". For second prize he submitted "He'll tumble to it! Tidiness pays". Third prize ("Don't do it Yourself") went to Mrs. M. L. Hunter of Cadbury Brothers Ltd. Ten consolation prizes of £2 each were awarded.

Clear "sitedness" prevents falls. Mr. W. L. Jones, a Cheshire traffic assistant, received £50 for this winning caption in the recent RoSPA safety competition.

IPM Safari

MR. LESLIE STEPHENS, director of the Institute of Personnel Management, recently returned from a month's lecture tour of West Africa. The trip was arranged by the British Council. His main purpose was to meet those concerned with industrial relations, to make contact with the personnel officers of local associations, and to learn about, and encourage, local schemes of training in personnel management.

Is Training a Luxury?

AN APPEAL to employers not to regard the costly business of training young people as either a luxury or a waste was made in a speech to Brighton Rotary Club by Mr. J. Knight, personnel officer and works administrator of Allen West & Co. Ltd., electrical engineers. The problem of the "bulge"

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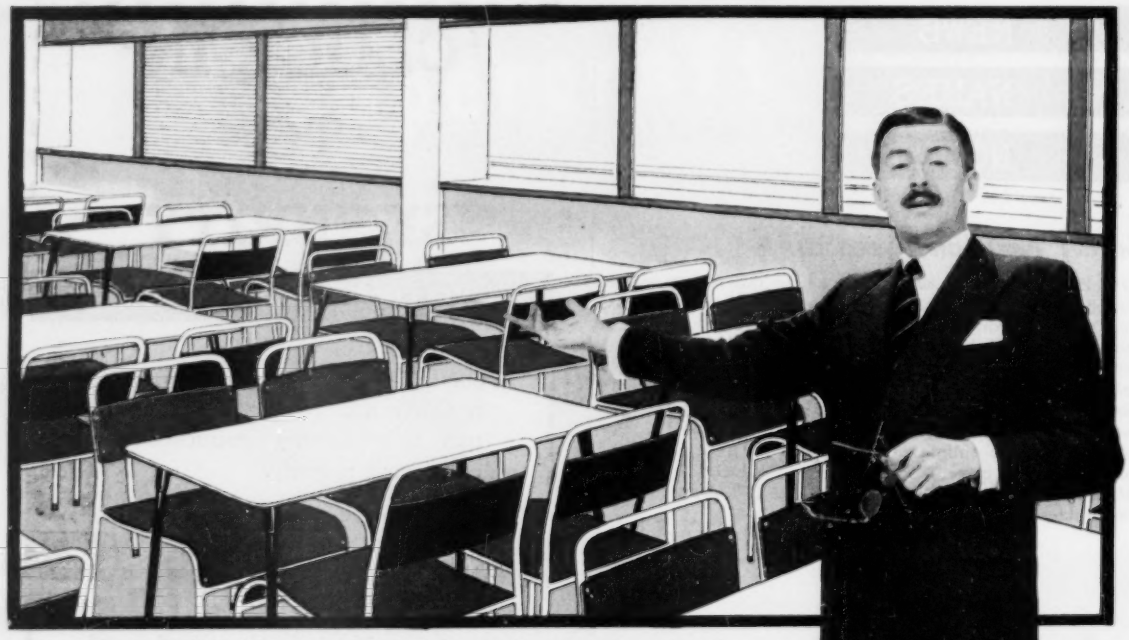

No doubt about it-Shepherds did a first-class job for our canteen!

There's more to furnishing a canteen than just installing tables and chairs. Planning of space is equally essential to its well-running. A sound reason for calling in Shepherds, the canteen planning experts. Advice is given free and without any obligation on your part. For the importance of efficient canteen facilities cannot be minimised; more often than not it's the governing factor in the successful relationship between management and staff. Remember too, Shepherds range of canteen furniture is exceptionally wide and economically varied, manufactured and delivered direct on customer's orders.

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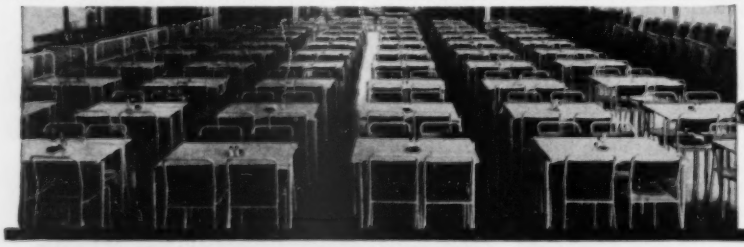

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NEWS NAMES NOTES

was not solely one of unemployment, he said, but of ensuring that the facilities for training were adequate in number and quality when the effect of the "bulge" arrived.

He urged employers to make facilities available. If they could not afford to introduce their own, they should form group apprenticeship schemes with other employers. Looking to the future, he felt confident that within ten years it would be the employers who derived the benefit.

Union Sets Standard

A GOOD general education is the primary requisite for young clerical workers; the teaching of specific clerical skills should *not* be part of the secondary school curriculum —at least up to the age of 16 years or, as an interim measure, 15. These are two of the conclusions of the Clerical and Administrative Workers' Union in a pamphlet, entitled "The Education and Training of Clerical Workers". The union advocates the development of the National Certificate in Commerce as a recognised qualification which would entitle the holder to be classed as a "skilled and qualified office worker".

Help for the Handicapped

THE NEEDS of physically and mentally handicapped school-leavers, and the means of meeting their difficulties, are being investigated by a working party set up by the British Council for Rehabilitation. Chairman is Dr. Elfed Thomas, Leicester's director of education.

The council realises that the statutory services that are already provided show an enlightened approach to the problem. But there are still gaps. They would welcome relevant evidence from any source, including records of personal difficulties. The work is expected to last about two years and information should be sent to the council at Tavistock House (South), Tavistock Square, London, W.C.1.

PROFIT SHARING—Employees of Boots the Chemists will henceforward receive a share from 8½ per cent of the company's profits for the year. Individual shares will be estimated according to the salary and length of service of each employee.

* * *

THE NATIONAL Association for the Prevention of Tuberculosis has changed its name. As the Chest and Heart Association, it will continue its campaign against tuberculosis in Britain and throughout the Commonwealth, whilst extending its activities to the field of chest and heart diseases.

* * *

CHOOSING A CAREER is the title of a journal published by the National Union of Students and issued to its members who are in their final year of study. The publication, which is distributed free of charge, attempts to provide a comprehensive, balanced survey of the range of opportunities open

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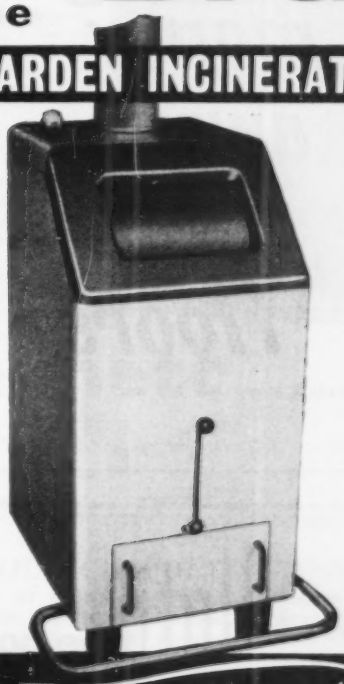
The WARDEN INCINERATOR



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FOOT BAR—*opens access door—leaving both hands free.*
ADJUSTABLE TIMING—*Automatic burning cycle can be varied to suit requirements.*
FUME FREE—*patent Fan Extractor Unit removes all smoke and fumes—even when access door is open.*
EASY TO INSTALL—*connect to 13 or 15 amp. A.C. mains supply and fit flue outlet to top of machine.*
HOSPITAL AUTHORITIES—*use the Warden to minimise the risk of cross-infection.*
GUARANTEED *for 12 months.*
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NEWS NAMES NOTES

to new graduates. Contributors include: Eric Moonman, Head of Human Relations, BIM; Raymond Nottage, Royal Institute of Public Administration, and Lord Hives, chairman of the National Council for Technological Awards.

* * *

ADVANCED training for younger officers will be provided at the staff college for higher management which the British Transport Commission recently established. The first course is expected to begin in the middle of 1959. Principal of the college will be Major-General W. D. A. Williams, who is at present commissioner for transport in the East Africa High Commission at Nairobi.

* * *

CONDITIONS OF EMPLOYMENT in the Trawlers Grimsby Group Ltd. are laid down in a printed booklet which also explains the working of the group. The last leaf is perforated and is a receipt of the rules which the employee signs, tears out and hands to his employer.

Mr. W. J. Rench, labour relations adviser to the National Hosiery Manufacturers' Federation, has been appointed chairman of the Leicester branch of the Institute of Personnel Management.

Successor to Mr. A. D. Ashley as manager of the north-west region of the British Institute of Management is **Mr. R. S. Simpson.** He was previously general manager of Samuel Gratrix Ltd. (Engineering Division).

Mr. H. Mc. N. T. Reith, former assistant group personnel officer of Fisons Ltd., has been appointed manager of the southern region of the British Institute of Management.

In succession to Mr. H. A. Barnes-Lawrence, **Mr. A. H. N. Wells** has been appointed controller of personnel in the Industrial Group of the Distillers Company Ltd.

Newly elected chairman of the Industrial Welfare Society's executive committee is **Mr. T. E. G. Baker,** buying director of Albert E. Reed & Co. Ltd. He succeeds **Mr. K. Davis.**

Ten new members have been elected to the IWS council —**Mr. F. C. Braby,** chairman and managing director, Fredk. Braby & Co. Ltd.; **Major-General C. A. L. Dunphie,** chairman and managing director, Vickers-Armstrongs Ltd., London; **Mr. R. Elles,** personnel manager, J. & P. Coats Ltd., Glasgow; **Mr. A. N. Falder,** personnel director, The Wellcome Foundation Ltd., London; **Mr. W. E. Golcher,** managing director, John Golcher Ltd., Wednesbury; **Miss M. T. Hankin,** chief woman personnel officer, Cadbury Bros. Ltd., Bourneville; **Mr. R. S. Johnson,** joint managing director, Alfred Meakin (Tunstall) Ltd., Stoke-on-Trent; **Mr. J. Lee,** industrial relations officer, Shell Petroleum Co. Ltd., London; **Mr. R. L. Wessel,** chairman, N. Corah (St. Margaret) Ltd., Leicester; **Sir John Wrightson,** vice-chairman, Head, Wrightson & Co. Ltd., Thornaby-on-Tees.

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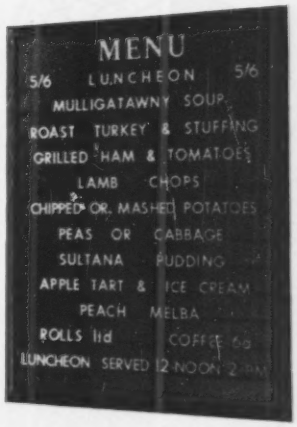

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PRODUCTION PLANNING & CONTROL — 3-week courses — For Production Planning and Control Executives.
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INDUSTRIAL ENGINEERING (WORK STUDY)—4-week courses—Concentrated Practical Courses for Executives.
B.2—5th to 30th January, 1959. B.3—20th May to 12th June, 1959

INDUSTRIAL RELATIONS & WORK STUDY FOR TRADE UNIONISTS—4-week courses—For Trade Union Officials and Shop Stewards. Persons attending these Courses may be sponsored either by Trade Unions or by Industrial Firms, usually in consultation with Trade Unions.
C.2—2nd to 27th February, 1959. C.3—6th April to 1st May, 1959.

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FEES: 4-week courses—£6; 3-week courses—£5; 2-week course—£4.

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In addition, all accounting, stock control and general administration are taken from your shoulders; and half-yearly trading results and forward estimates prepared for discussion. In fact, PM offer you a *complete* catering service to enable you to produce the greatest possible efficiency in your canteen.

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Mr. Watney addresses some of his pupils. Typists, receptionists, telephonists, shop assistants, machinists, punch operators . . . What do they want out of life?

They're all set to break the boredom barrier

A finishing school that is tailor-made for the working girl—and for her employer

By David Judge

IN these days of sound barriers, heat barriers and radiation barriers, a plan to break through the "boredom barrier" is a little too down-to-earth to attract much public attention. Nevertheless, for personnel managers, youth club leaders—and other practitioners of non-vocational training—this barrier of boredom could be the most significant factor in the problems affecting the young working girl and boy. At least, that is the opinion shared by a group of people in London's West End. They think they have found the answer—as far as the working girl is concerned.

At first glance, the John Douglas School in Curzon Street, W.1, looks like a charm school. The foyer is as sumptuously furnished and carpeted as a high-class beauty salon. In the centre is an attractive boutique, displaying perfume, cosmetics, accessories, foundation garments, in fact all those "luxuries" that can keep the average working girl with the average pay packet, glued to a Bond Street shop window for hours.

The school has grown from an idea, a lot of thought, and finally a great deal of planning and preparation by Mr. John Watney and his team of instructors and assistants. As it now stands, it is somewhat grander than he originally dreamed, but it is still in essence an attempt to apply the principles of a finishing school to everyday life. The lessons it teaches are tailor-made for London's working girls, and ultimately for their employers and personnel managers.

The phrase, "breaking through the

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The phrase, "breaking through the

boredom barrier", is Mr. Watney's. What is it, he asked me, that so many young girls lack? Self confidence, conversational ability, that certain quality called "poise"; above all an appreciation of tastes beyond the limits which background and economics have forced upon them. Because a girl lacks these things she cannot be what the psychologists term "a complete person". Her job does not provide the excitement she craves; she grows bored with it. Employers, if they study the young girls who work in their offices or workshops, will recognise the picture: the girl who takes a job to earn a living, to fill in the time until (she hopes) she gets married. Secretly, many of them aspire to higher and more exciting things.

One of the John Douglas girls wanted to be a model (a common ambition). But this girl was five feet tall. To her a model was the symbol of the slim, sophisticated woman. Realisation of that dream was for her the sure way of breaking through her own particular boredom barrier.

Girls (and older women, too) in all types of occupations have already enrolled at the school. Ages range from 16 to 50 years. Secretaries, typists, receptionists, telephonists, shop assistants, a nanny, a nursing sister, machinist, bus conductress, housewife, trainee hotel receptionist, punch operator, a draughtswoman — that list is just a rough cross-section. When they arrive they are asked for their ambitions. What do they want out of life? And, especially, what do they expect to get from the John Douglas School? Their actual ambitions, says Mr. Watney, often differ from their initial, diffident reply. "I want to speak and walk properly", is one answer. Another is: "I want to learn poise"; or "to gain confidence". Some say quite bluntly: "I want a fashion career". One shorthand typist wanted to become a model; another, more practical in her demands, wanted to become a secretary.

The last remark is a clue to how the school aims to help its pupils and, in turn, their employers. The typist who wanted to be a secretary was convinced that she needed something more than shorthand speed or typing accuracy. She wanted poise, a distinguishing quality that would make her recognisable for promotion.

Seventy-five per cent of the girls who enrol at the school are seeking to get rid of a natural shyness, to improve their appearance and to use the little money they can afford for clothes to the best advantage. In fact, says the ex-schoolteacher who conducts the initial interview, they want to be more worthwhile beings.

And this, Mr. Watney adds, is surely to the advantage of their employers and the organisations they work for. He plans to get London's employers interested in the idea to the extent of encouraging their girls to attend the courses. When I visited him he had already enrolled 150 girls, but he has room and facilities for 450 a week. He suggests that management could give their employees time off, where necessary, to attend the courses, and perhaps pay half the fee. This is the kind of fringe benefit, he claims, that encourages a girl to stick to her job. Could an employer ask for more?

The cost of this one-way trip into a fuller life is very little by accepted standards of training costs. The basic fee for a course of 20 lessons is 20 guineas, plus a one-guinea enrolment

The aim is not just to improve taste, to teach girls how to do their hair or how much make-up to put on: every activity in the school is designed to give them a "broader introduction to imaginative thinking."

"To interest, to excite, but not to overawe."

fee. The course is spread over 20 weeks and the fees can be paid in instalments — one guinea per session. The girls come in their free time; classes are held every evening from Monday to Friday, on Wednesday afternoons and Saturday mornings.

The school is staffed by nine instructors: five on general beauty treatment (make-up, hair styling, etc.), three on fashion, one on deportment. An elocution instructor also attends on certain evenings to give special lessons at a slightly extra cost, and there is a consultant psychiatrist who remains in the background.

The school is fully equipped for its work, both in taste and equipment. Rooms at the back have lockers, showers, and ironing boards for the girls to iron out the worktime creases from their clothes. One large room is fitted out like a hairdressing salon, another contains machines for cutting out dress patterns, for, just as the girls are taught sensible taste and fashion in dress, so they are instructed on how to make their own clothes.

In the basement is the girls' club room. Furnished with tables for four, it serves as a restaurant where the girls can have a square meal—at extremely reasonable prices—before classes begin. Here they can improve and enlarge their tastes in food, for the meals prepared in the school's small kitchen are planned to break away from the plain English diet.

Incidentally, the course includes advice on the appreciation and preparation of Italian foods; and how not to be lost for words when confronted with the menu in a first-class restaurant.

The club room is where the girls assemble after classes to drink coffee or chocolate, to talk casually with the teaching staff and, most important, with each other — to learn something of how the other 99 per cent live and work. For relaxation, there is a record-player, television set, and a growing library of books chosen by the girls.

Mr. Watney's aim is not simply to improve the girls' taste, to teach them how to do their hair or how much make-up to put on. Every lesson, every activity in the school, he emphasises, is designed to give them a "broader introduction to imaginative thinking", something to discuss on equal, self-assured terms.

The stimulus to conversation is provided by a series of lectures (the first eight are free; after that they cost half-a-crown a time) on subjects like good manners, flower decoration, handwriting and calligraphy, good taste, understanding ballet. Other subjects are keyed to aspects of life outside. A solicitor has spoken on the law and modern woman, Lady Petrie, deputy chairman of the LCC, has talked of the part women can play in public life, and the girls have put questions to a columnist — Marjorie Proops of the *Daily Mirror*.

These talks, like the school as a whole, are—to use Mr. Watney's terms — designed "to interest and excite, but *not to overawe*".

The school is not, he insists, a hothouse of charm and personality, and its staff are not snob-makers. Fees have been set at a level within the average girl's means, and each one derives as much from the tuition as she feels she needs. The "John Douglas Girl" of the school's inviting brochure is essentially an individual person, claims Mr. Watney. Just the girl, in fact, that a progressive employer wants to recruit — and to promote.

Discussion Leader

Let Justice be Done

But be sure to temper it with reason

ALL kinds of justice have been suggested for the superintendent who was accused of signing his daughter in the departmental book as sick, when other members of the department had seen her at a cinema some miles away (Discussion, November). One view is that "the firm made an initial mistake in allowing this girl to work in her father's department; they should now rectify this by moving the girl to another department. If there is no other vacancy, sack her."

On the other hand, Mr. Williams from North Wales thinks the *superintendent* should be sacked if the rumours are proved to be true. "The works manager", he says, "should look into the whole affair; if he finds the superintendent has been falsifying the reasons for his daughter's absence, the works manager has no choice but to sack him. No firm can allow this kind of thing to happen. The superintendent could not hope to have any control over the rest of his staff, so his usefulness to the firm is finished".

I was discussing this case with a works manager who said that if this problem had come his way he would first have made certain that it was not just an example of malicious gossip. If it were true he would have a talk with the superintendent to find out why he felt it so necessary to protect his daughter in this way. There might be circumstances which were influencing him. This superintendent had given long and satisfactory service to the company. Surely the matter could be settled without making too great a stir.

When we meet strange behaviour on the part of an old and trusted member of an organisation we should always look for the reason. Our discussion some months ago on problem employees showed that poor behaviour at work was often caused by conflicts and tensions inside the person concerned.

To sack the superintendent, as Mr. Williams suggests, is a negative approach. From the purely economic

Let Justice be Done

(continued from page 19)

point of view, it is a shocking waste to sack an employee. It has been estimated that the cost of training an apprentice is equivalent to the fees for a boy at Eton. How much more valuable is a superintendent!

In matters of discipline like this it is essential to have some company policy designed to help all members of management to treat people on the same basis. It is difficult for managers to convince their staff that they are acting with justice. Not only must justice be done; it must be *seen* to be done.

Does Your Past Make You Sad?

LAST month we were discussing how the language each one of us uses is a mirror of his or her personality. What exactly do we mean by 'personality'?

A man was looking very gloomy, and a friend asked him what made him so sad. "I was thinking about my future." "What makes you feel so sad about that?" "My past" was the reply. This story illustrates one of the basic facts about personality.

We all build up habitual ways of reacting to life so that individual patterns of behaviour re-occur. Thus, if we are used to taking the initiative and to leading other people we will take up this role in a new situation with new people. Similarly, if we like to follow someone else's lead we shall continue to react in this way on future occasions.

So our personality is that which makes us unique and different from all other; it is our own way of reacting to our life experiences. It is made up of a mixture of inherited and acquired traits.

It is fairly well established that we inherit abilities and tendencies which are directly related to the structure of our bodies. Thus, we inherit varying amounts of intelligence, related to our brain structure. Intelligence is not just learning. It is best defined as "the ability to grasp complex relationships"—to relate new experiences to what we already know and to make a new whole out of the mixture. So the girl who was set to sort oranges into three sizes in a marmalade factory could not be said to be intelligent. At the end of a week she asked for her cards saying the job was too worrying for her. "All day long," she said, "decisions, decisions, decisions."

Campaign to make

Mr. J. D. Aptaker: "A divided company ends by having nothing to divide".

THERE is a vital difference between telling a man what to do, and *selling* him on the reasons for doing it. A fresh slant, this, on the old supervisory maxim about showing a man how to do a job. And management is learning new slants on the supervisor's functions almost every day. Progressive firms realise that the foreman, as a part of the management structure, has a great deal of *selling* to do—on productivity, safety, prevention of waste, quality—the list is as long as the company's annual report.

This is the inspiration of a new poster service for industry, which has been launched by the J. D. Aptaker Organisation of London. They do not sell individual posters: they sell a programme—a closely-knit campaign. Moreover they offer industry a service designed to give the supervisor "the kind of tools that enable him to do a selling job". Yearly cost is roughly the price of a cup of tea per employee, per week.

Their poster programme spans the 50 weeks of a working year, and covers 10 themes which pinpoint the problems shared by the management and employees: job security, costs, quality, teamwork, good housekeeping, safety, competition, waste, absenteeism and service. Five weeks are devoted to each theme, with a fresh, dramatic poster every week. (Aptakers help to select the sites.) Linking each new piece of art-work is a 50-word editorial which hangs for five weeks beside the poster. This is psychology at work. To quote one Aptaker customer: "The man on the factory floor doesn't want to read too much. He is used to the cinema and television approach. At first he is attracted to each new poster, but before the five weeks are up he will read the side panel and digest the message".

Ideas Wanted

"Poor quality comes back with a BANG!" says one poster; "we all have a stake in success". The side panel gives the reasons: "In the long run we will only be hurting ourselves, for a once-bitten customer stays twice-shy . . . ." And at the bottom, ". . . . your ideas on quality will always be welcome".

The posters are designed not only to explain the problem, or even to sell the answer: they ask the worker for his suggestions. Says Mr. J. D. Aptaker, the organisation's managing director: "We aim to give the worker dignity, and to establish a two-way traffic in ideas".

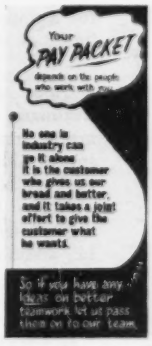
a salesman of your supervisor

Your foreman should be 'selling' your policy to employees. And in this communications chain he is the strongest link.

by Bernard Sluman

Each theme lasts five weeks, with a fresh dramatic poster every week.

Where does the supervisor stand? Almost like a policeman on point duty—the direct link between those who make the decisions and those who carry them out. He is brought into the Aptaker programme from the start, briefed on each new theme by a personal letter which is mailed to his home, and signed by the top manager or director of the company. Before the first letter is sent the Aptaker salesmen address a full meeting of supervisors (they have even spoken to chargehands and shop stewards); they explain the ideas behind the campaign and discuss any criticisms. Supervisors, says Mr. Aptaker, are shrewd critics when you invite their honest opinions.


Your
PAY PACKET
depends on the people who work with you
No one in industry can go it alone. It is the customer who gives us our bread and butter, and it takes a joint effort to give the customer what he wants.
So if you have any ideas on better teamwork let us pass them on to our team.

But the side panel (above, left) stays up for the whole period.

The first Aptaker programme has been designed to fit the current economic situation. Future programmes will follow the general trends. Already their artists and caption writers are studying European free trade prospects.

The inspiration will stay the same: the need to keep employees informed of what is going on in the company and the world around them, and to keep management, supervisors and workers pushing hard in the same direction. Come boom, come recession, there is a dreadful warning in the Aptaker slogan: "a divided company ends by having nothing to divide".

Other themes are: job security, costs, quality, good housekeeping, safety, service and absenteeism.

STRIKING IT RICH

A western-style welfare service, health, homes and the golden chance to learn new skills—these are the by-products of Kuwait Oil.

At home—1. One of the houses allotted to senior staff. It is fully equipped to make life pleasant in the heat and humidity of the Gulf climate. Gardens around the houses give Ahmadi the appearance of an oasis in the midst of desert.

THE story of the Kuwait Oil Company could be told in production figures, in terms of community relations or the welfare and training of its employees. In fact it is an amalgam of all these. The prosperity of Kuwait Oil has brought prosperity to the 206,000 people who live in Kuwait State. The company's payroll (over 9,000 workers) accounts for four per cent of the population, but its influence has been far greater.

Its personnel policy is fundamentally western in inspiration (Kuwait Oil is an Anglo-American enterprise) but it has been designed to suit local needs, conditions and climate. Wages, welfare and working conditions are the responsibility of the company labour division. All jobs on the payroll are graded and evaluated, and wage rates are reviewed regularly to ensure that they compare favourably with those paid by neighbouring oil companies, and in the State of Kuwait itself.

* * *

When the company resumed development after the last war, it was faced with the problem of providing living accommodation in oilfield areas for over 5,000 employees. One large-scale answer was to build the new headquarters town of Ahmadi with its administrative offices, industrial and technical establishments and housing estates for employees. With its mosques, churches, shops, clubs, schools, etc., Ahmadi now has a population of 11,500.

Employees who live outside company accommodation are paid housing allowances. The rents charged for company accommodation are kept within the limits of these housing allowances.

* * *

Other employee benefits include free medical treatment, recreational facilities, subsidised canteen meals, annual paid holidays, a weekly paid rest day, special allowances for shift work, continuous service pay (granted to those who have been in regular company service for more than five years) and a thrift scheme to help employees save for the future. In addition a leaving benefit scheme provides gratuities for workers who have had more than twelve months' continuous employment with the company.

In 1955 an entirely new type of benefit was introduced. Paid pilgrimage leave is now given to all Moslems who want to go on the pilgrimage and who have at least four years' continuous service.

* * *

The industrial health division looks after health at work — the prevention of disease and industrial hazards, inspection of food handlers, pest control, the examination of food and drinking water, and the systematic extermination of flies and other insects.

Company medical services also cater for the general health and well being of employees, their wives and their children. The Ahmadi clinic provides a full range of specialist treatment for out-patients, plus a round-the-clock ambulance service. Smaller clinics are held in other areas during working days, and in 1954 a second clinic was opened in Ahmadi for the emergency treatment of the wives and children of

At home—2. A Kuwaiti and his family in South Ahmadi where most of the labour payroll employees live. Built of brick, and supplied with electricity, gas, water, fans and drainage, each family house has its walled compound for privacy, demanded by Arab custom.

Houses for labour payroll employees in South Ahmadi. Nearby is located the new workers' club (Nadi al Ahmadi) with a fine swimming pool and spacious restaurant, lounge, and recreation hall. It is the most extensive and up to date of all the clubs in Ahmadi.

Arab employees. An air-conditioned hospital at Magwa, with 254 beds and 26 children's cots, caters for in-patients, while another 200-bed hospital is under construction at Ahmadi.

* * *

Apart from its schools for children of expatriate employees, the company has established a training centre at Magwa to teach local Kuwaiti youths the special skills of the oil industry. It has room for 250 pupils, between 15 and 30 years of age.

When the company embarked upon its initial construction programme it employed thousands of foreign workers. Today the Kuwaitis are gradually replacing the foreign labour. Training is supervised by twenty-five qualified instructors under the company's training manager who is British and who has had long experience in the Ministry of Labour's training department. The programme begins with primary classroom education and practical instruction in the centre's workshops. After a further two years of specialisation the pupils are offered appropriate jobs with the company. Many find work in Kuwait Government schemes.

Instruction in certain trades, and for men already employed, is carried out on the job, and all grades of supervisors are trained by the company on a modified Training Within Industry basis. All English-speaking staff attend courses on job relations and job instruction, and the same courses are held in Arabic for Kuwaiti supervisors and potential supervisors, and in Urdu for Indian and Pakistani supervisors.

Children's paddling pool at the Hubara Club for senior staff. There are clubs for all grades of employees. These social and recreational facilities are run by the workers' elected representatives. Under a personal welfare scheme the company welfare officer visits the clubs to give advice on personal problems.

Photographs by Adolf Morath

Kuwaiti patients at Magwa Hospital. Health at work is the responsibility of the company's industrial medical service which is concerned with the prevention of disease and industrial hazards, inspection of food handlers, pest control, the examination of food and drinking water and the systematic extermination of flies and insects. A rehabilitation service also operates.

Kuwaiti trainees learn motor engine maintenance at the company's training centre. Foreign workers are now being replaced by young Kuwaitis, helped by the staff and facilities at this centre. A Training Within Industry scheme has also been established.

Baby-weighing at the families' clinic in Ahmadi. The company has built several out-patient clinics to look after the health and well-being of employees' wives and children. In Ahmadi treatment is supplemented by a round-the-clock ambulance service.

Arab employees learn English at the Ahmadi language centre. These classes are voluntary and popular. But it is compulsory for all non-Arab employees to learn basic Arabic. All new workers are enrolled on the course and must pass an examination in Arabic before the end of their first contract period.

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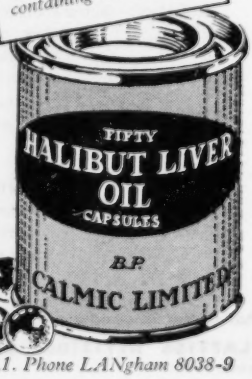

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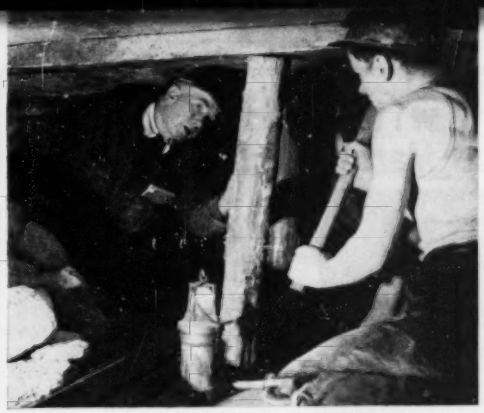

Picture taken at training school, Bestwood Colliery, Notts.

Constant kneeling can cause 'beat knee', especially among young miners.

These Germs Thrive on Carelessness

Laundry workers sometimes suffer from a chronic cutaneous form of tuberculosis.

Infection spreads through a factory or office at an alarming rate. With treatment it can be checked, but with your help it could have been prevented.

By Dr. E. E. LIEBER
Medical Officer, Microcell Group of Companies

MANY infectious diseases are caused by ignorance, carelessness and a disregard for human safety. And although it is one of the clichés of medicine, I would emphasise at the outset that prevention is better than cure. The specific methods of prevention given below are those which have proved to be the most efficient in practice. The most vivid example is that of intestinal infection—typhoid, dysentery, food-poisoning bacteria in canteens. These can be abolished by the strictest attention to personal hygiene.

Preventive medicine has achieved one of its greatest triumphs in the control of intestinal infection. The one-time regular autumn epidemics of enteric fever from food consumed in canteens or other public places are today just a memory. Credit must go first to the enormous improvement in the hygienic handling of milk, water, and food in general; second, to the virtual disappearance of the horse as a means of transport, and hence the fæcal feeding of the fly. (It is ironic, though, that the replacement of the horse by mechanically controlled vehicles has led to an increase in the incidence of carcinoma of the lungs.)

Food poisoning in canteens is not as uncommon as is generally supposed. It is usually caused by careless hygiene on the part of affected persons or carriers. Epidemic outbreaks of food poisoning can usually be traced to a prepared article of food, e.g. synthetic or real cream, ice cream, cooked meats, etc. Under the Food and Drugs Act persons employed in selling or preparing food for sale are required to be clean in person and to keep all surroundings and utensils clean.

In addition they should have easy access to wash basins, with soap, clean water and sufficient towels. These facilities must be used properly, and this is the responsibility of the canteen manager.

Infection can spread through a factory with appalling speed. Colds,

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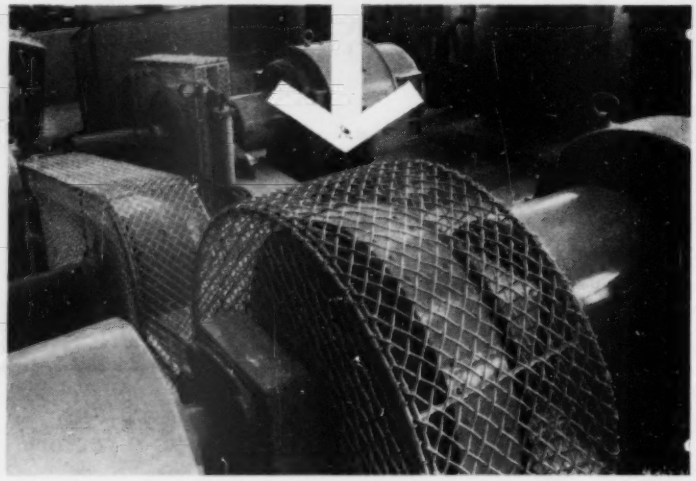

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coughs, influenza, bronchitis, infections of the fingers and skin, tuberculosis and other common fevers—these are all liable to spread where people are grouped together. But there are, in addition, special working conditions which render the employee a prey to a given disease, e.g. Weil's disease, anthrax, and "beat knee" in miners.

Weil's disease is a form of jaundice caused by a germ found in very damp, rat-infested areas; e.g. coal mines and sewers. Fortunately it can be cured with penicillin or other broad spectrum antibiotics. Prevention: workers should wear waterproof boots and gloves, and a vigorous campaign of rat extermination must be pursued.

Anthrax. This disease is not common in this country, but it still claims some victims. It is usually contracted from imported hides and skins containing the anthrax bacillus. The germs may enter through any small break in the skin, such as a cut or abrasion. Here, again, the prescribed treatment is penicillin, and prevention is afforded by disinfecting the imported hides with formaldehyde.

Besides skin infection, anthrax can take the form of a pulmonary illness (known as wool sorters' disease), in which the primary infection attacks the lungs; for this, adequate ventilation gives sufficient protection.

In factories and warehouses where there is risk of anthrax, the dust can be removed by downward exhaust ventilation, although it is not possible to remove the dust completely by this method. Many firms provide protective gloves for their workers, but there is often difficulty in getting the men to wear them.

Beat knee is a condition of mixed traumatic and infective etiology. The name is derived from the throbbing sensation of the inflamed knee. The infection may also occur in the wrist or elbow, but local pressure from continual kneeling, and abrasion followed by infection is the most common cause of beat knee among coal miners. It may take the form of bursitis and inflammation of the patella. The awkward height of the coal face is the chief environmental factor, since some jobs require constant kneeling. Young workers are the most affected.

Treatment includes aspiration of the fluid and antibiotics. Kneeling must be avoided until the condition is cured. The best method of prevention is regular medical inspection and the use of knee pads, although it has not yet been proved that the latter precaution has succeeded in preventing beat knee altogether.

Infections of the hands. An outbreak of this type came quite recently to my notice. A workman complained of a rash on the hand, and examination revealed a few scattered impetiginous lesions on the back of the left hand, spreading to the fingers. Three days later four other employees had the same symptoms. By this time the first man, who had been treated with penicillin ointment, was practically cured. Nevertheless, a week later sixteen workers were found to be affected with the same staphylococcal infection.

This was a case of a non-industrial infection spreading rapidly as a result of carelessness on the part of a few. Warnings about the avoidance of contact and the use of individual towels, etc., had obviously been ignored. A strong warning was issued, every infected employee was told not to return to work until cured, and the outbreak was soon checked.

Outbreaks of this kind are fairly common. A large percentage of those affected have a history of previous injury, but many have not. The prevention of such infections, despite appearances, is a simple matter, and the problem merges into that of accident prevention as a whole. The immediate aseptic and antiseptic treatment of all cuts and abrasions play a vital part in preventing infections and also in reducing disablement in those industries where minor injuries are common.

Generally speaking, nearly 50 per cent of the cases are due to subcutaneous infection and about 10 per cent are infections of the deep palmar space. Frequent abrasions of the hand or fingers, or a succession of small burns are important etiological agents. Many of the persons who become infected are off work for a considerable time.

Prevention entails the immediate dressing of the wound, and the wearing of industrial gloves when potentially traumatic work is undertaken. Sharing of towels must be forbidden, and by far the best move is to keep the patient off work altogether until he is cured.

There is a chronic **cutaneous form of tuberculosis** which occasionally attacks the hands of postmortem attendants, laundry workers and butchers. Known as verucca necrogenica, or lupus necrogenica, it affects principally the knuckles and the fingers at the edges of the nails. It responds rapidly to the usual chemotherapeutic agents.

Pulmonary tuberculosis. The first question to ask is: "Has the occupation caused the disease?" A history of working in any dusty occupation always suggests the possibility of tuberculosis. Conditions peculiar to certain occupations may cause diseases which predispose to infection; e.g. silicosis leads to an excessive mortality from pulmonary tuberculosis.

Tuberculosis spreads where there is overcrowding, bad ventilation or lighting, cramped and sedentary occupation, over-fatigue and excessive hours of labour.

There is a definite correlation between the number of employees per room and the incidence of tuberculosis. And, paradoxically, the latest statistics showed that the over-all incidence of tuberculosis was three times higher in new factories with big workshops (which tend to be overcrowded when business is good) than in the old factories with small shops.

The assessment of fitness for work of the tuberculosis sufferer must be very carefully carried out, so that he is reintroduced very gradually. The best thing for him, of course, is to return to his original job, but a careful inquiry should first be made as to its demands, and the physical conditions involved—whether there are any irritants like dust, smoke or fumes. We must also make sure that his sputum is negative.

Another common infectious disease is **chronic bronchitis.** The respiratory system can be irritated and injured by a large number of physical, chemical and bacteriological substances. These include dusts and gases which may carry an infective element. In other words, any working environment which produces gas, dust or fumes is likely to cause bronchitis.

Pneumonia and chemical pneumonitis. Workers exposed to great heat, as in the glass and steel industries, show the greatest liability to pneumonia. Workers exposed to organic dusts also seem to have a special susceptibility to pneumonia. Moreover, pneumonitis may be caused by inhalation of chemical substances, especially compounds of beryllium, manganese, osmium and vanadium.

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Others to follow. When the full range of Sankey-Vendo machines is ready it will provide either a supplementary or a complete canteen service. The value and economy of such a quick and automatic self-service, particularly during night shifts when staff are hard to come by and expensive, needs no emphasis.

Full details from: Joseph Sankey & Sons Ltd., Vendo Division, Hadley Castle Works, Wellington, Shropshire. Tel: Wellington 4321

Colour, Comfort (and good cooking) Make the Canteen Meal

By JAMES G. NEW M.H.C.I., M.R.S.H., G.C.F.A.

Author of "Office and Works Catering"

THE canteen restaurant can be either a place where the patron consumes his meal as quickly as possible and hurries out, or it can be a pleasant meeting place where he can join his friends for a good meal in comfortable attractive surroundings. A bright and cheerful dining room will soon repay the study and planning that went into its design. The number of customers invariably increases.

One of the most common complaints made about canteen dining rooms is that they are too cramped. People value comfortable chairs at properly dimensioned tables, but they also like to have room to move without fear of a collision or having a meal spilled over their clothes.

Thought must be given to the other purposes for which the restaurant may be required. As a dining room, allow from 10 to 15 square feet per person. The actual space allocated depends on whether tables are placed in formal rows or in informal groups. If the room is to be used for dances, games, social or meetings, allowance must be made for the space needed for putting tables and chairs aside to give adequate free floor area.

There is often a wide difference between the furniture provided for factory workers and that for administrative staff. The only discrimination needed is that the furniture for the workers should be such that grease and stains from workers' overalls are easily removed. The aim should be to provide tables and chairs that are appropriate, comfortable, strongly constructed and easily cleaned. Tables topped with one of the gaily coloured, impervious plastic materials fill the bill attractively. The legs may be of wood or metal, and a small ledge under the table top to hold a library book, paper or handbag is an appreciated amenity.

The choice of the chair, the seat of which may be of plywood or plastic material, requires more thought: it is the chair that provides the comfort. Whether it is of wood or tubular steel will depend upon the choice of the table since both should match. There is an obvious advantage in furniture which will stack easily.

Maximum use must be made of natural light, and if possible the canteen should be lit from both sides to allow a more even distribution of light throughout. There are two main types of artificial lighting: tungsten filament, and fluorescent tubular lighting, each with its own characteristics and advantages. Canteen lights should be of a more softening and friendly character than those in the factory or offices.

It must be remembered, especially with tungsten lighting, that the size and height of the room, the amount of reflection from surrounding walls and ceiling, and the distribution of light

The new London headquarters of the Taylor Woodrow Group overseas companies boasts this spacious self-service dining hall which seats 280 persons.

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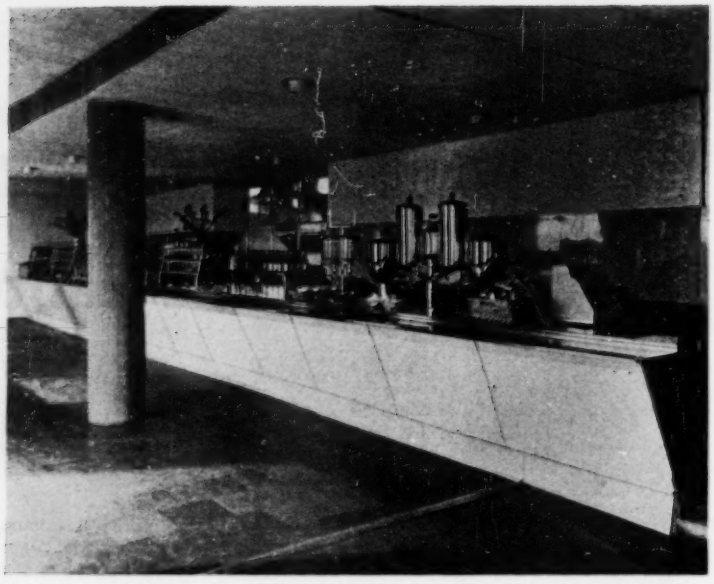

This self-service counter, one of the longest in Europe, was designed and installed for staff of the UNESCO building in Paris by W. M. Still & Sons Ltd.

from the fitting must be taken into consideration when deciding the required density of light. Fluorescent lighting provides an even light and practically eliminates shadows. Care should be taken in the choice of the colours of the tubes as some combinations spoil the appearance of food. An ideal system is the use of fluorescent lighting in the dining room itself, with tungsten lighting used for spotlighting the food on the service counter.

Colour Contrast

Colour schemes involve careful selection. Colours fall into two main groups, the cool hues and the warm hues, blue being the coolest, red and orange the warmest. The warmest should be used for rooms with a northern aspect or where the temperature is normally low. There are many ways of utilising colour to improve an ill proportioned room. Where the ceiling is too low it should be painted a paler tint than the walls to create an illusion of added height. Large areas of colour should be quiet in effect, whereas small areas may show stronger contrast. The larger the area, the quieter the colour should be. In any colour scheme there should be a dominant colour—the most pleasing effects are those where there is a general impression of warmth with a suggestion of cool colour, or a cool colour scheme with a suggestion of warmth.

A golden rule in planning is to have the dining room as near as possible to the kitchen, but it should be remembered that cooking smells and noise must not be allowed to interfere with the canteen patron. Lino tiles for the floor, acoustic tiles for walls and ceilings or plastic wall coverings will together greatly reduce noise. Rubber feet fixed to tubular meal tables and chairs, and the replacement of metal trays by plastic—these are a great help. Adequate, efficient ventilation is absolutely essential in any size of dining room, not only to eliminate smells of cooking, but to reduce the amount of smoke from the after-meal cigarette.

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(*continued on page* 36)

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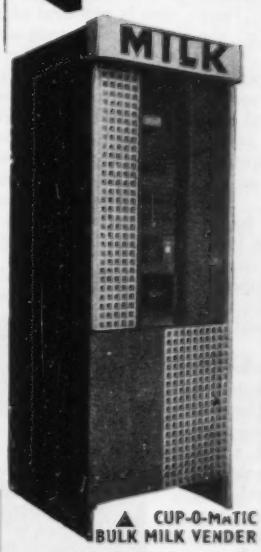

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Ten-minute Service Gives Time to Relax

INDUSTRIAL canteens are no longer headline news. But the £150,000 canteen which Ericsson Telephones Ltd. have built for their employees at Beeston, near Nottingham, deserves extra attention because it offers an interesting comment on an extremely topical subject.

Today's employees take their welfare benefits as much for granted as their wage packets. There is no longer any room for sheer philanthropy in management/employee relations: in the last thirteen years industrial welfare has become sound business sense, and no employer can afford to be without it in some form. There is still a choice, however, between the bare essentials and the exceptional—except in heavily industrialised areas. Here only one kind of welfare will do: the exceptional.

For their exceptional contribution Ericssons offered their employees a brand new canteen, incorporated into their factory reconstruction and expansion programme—which, incidentally, has cost the company about £1 million since the war.

As I stated before, this is hardly startling. Until you look at the lunch menu. The choice of four main courses for eightpence, soup for twopence, sweet for threepence and tea also twopence. In fact, a complete meal for one shilling and threepence.

Subsidised canteens are common in industry. But, say Ericssons, this is not a subsidy, it is an investment. The fact that it costs the firm £160 every day the canteen is open does not mean that they are losing that amount. Employees are given a full meal at a more-than-reasonable price in surroundings which encourage them to relax. Consequently, satisfaction brings a rise in productivity and a slump in labour turnover. Both employer and employee reap the benefit.

Ericssons show figures to prove that the new canteen has had an effect on the workers. Since it was officially opened last August, there has been a marked increase in the number of people using it. At the moment, approximately 2,350 employees out of the 6,000 at Beeston have lunch there.

One outstanding feature of the canteen, apart from its cheap prices, is the speed with which customers are served. Within ten minutes of the end of the morning's work, the entire 2,350 workers are seated *and eating* in one or other of the seven dining rooms. Within twenty minutes, they have almost all finished their meal. That leaves yet another forty minutes of the midday break. To the catering manager, Mr. F. Embleton, this is a job well done. "It is essential", he says, "for workers to have a good meal, and then to have time to relax completely".

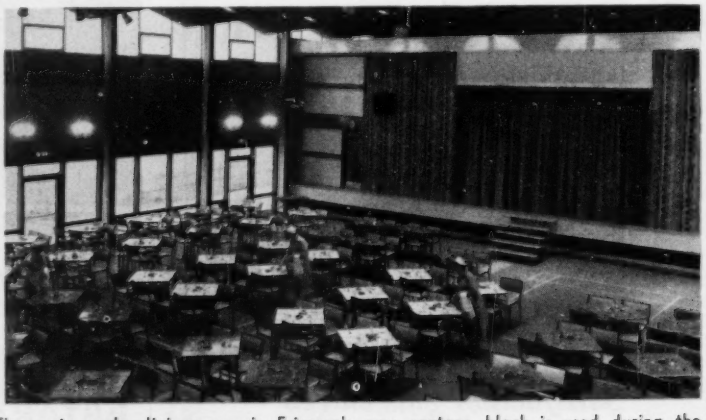
The key to the success of this operation is practical planning. The canteen, which was designed by the firm's own architects, contains seven separate dining rooms: one for executives, one for supervisors and one for office staff (all with waitress service); one which serves tea with snacks and sandwiches, and three for operatives (all with cafeteria service). These individual rooms are served by a full- and part-time catering staff of between sixty and seventy.

Early ordering plays a large part in ensuring swift service. As the worker leaves the canteen to pay his bill, he chooses his main course for the following day. Each is given an indicating letter—A, B, C or D. Having made his choice, he takes a ticket marked with the appropriate letter. Food is prepared on the basis of the numbers of different tickets issued, and every day, the worker goes to the correct part of the servery for the course which he has ordered.

The factory operates for 24 hours a day; so does the canteen. For night workers, meals are provided at the same prices and standard. "Convenience teas" are also available for any worker who wants to go out for the evening immediately after work. He is saved the trouble and time involved in going home to get his meal.

This practice was first introduced during the war for the benefit of women who, having worked all day, would otherwise have had to go home to cook themselves a meal, before they got on with their housework.

The canteen is entirely in the hands of the catering manager. There is no works canteen committee. This is not to say that the workers are deprived



The main works dining-room in Ericsson's new canteen block is used during the week-ends and evenings for activities such as dances, departmental dinners and dramatic festivals.

of the opportunity for commenting upon the meals or the staff. An alternative arrangement has been found to work as well, if not better. Voluntary stewards are present in the various workers' dining rooms to receive comments and complaints. They report all criticism to the catering manager who can then act upon it, if necessary. In return for these services, the stewards each receive a free meal for the days when they are on duty. As an additional task, they make arrangements for new employees on their first day: introducing them to the system of ordering and making sure that they are properly seated.

In the evenings and at week-ends, the canteen plays a second and equally important role. It becomes a community centre. One of the operatives' dining rooms is equipped with a fully-fitted stage and proscenium where the dramatic club holds its winter and spring festivals. With its maple flooring this room is also ideal for dancing. In fact, during the winter months, there is a dance every Saturday night, run by the works social club, and with the use of canteen facilities. Various departments within the firm are also encouraged to use the canteen for their annual dinner and other functions.

For these social activities, the economics differ slightly from those of the work-day lunch. Whereas at lunch time the workers pay only for the raw materials, for their private functions they are asked to contribute to the cost of employing catering staff.

This still does not cover the total cost. Heating, lighting, cleaning, etc., are outstanding. Nevertheless, Ericssons are satisfied that they recover the amount they pay out for these latter services. Perhaps they do not balance the account financially, but in terms of satisfied and productive employees they are by no means out of pocket.

A voluntary canteen steward explains dining-room arrangements to a new employee. Stewards also pass on complaints and suggestions to the management.

INFORMATION AND ADVICE BUREAU

By Leslie Banham

Plastics for Easier Working

THE present day range of plastics is so great that it would be difficult to imagine a canteen which did not use them in some way. Their increased popularity can be attributed to the variety of colours, the hygienic appearance and good design. Brightness and colour have been provided by laminated boards of Warerite or Formica which have for long been applied to tables and shelving. Their importance also stems from the fact that they are both durable and easily cleaned.

Floors can now be covered with thermo-plastic tiles or p.v.c., while walls receive plastic treatment from the base of emulsion paint. Curtaining too is available in attractive shades and designs, and is easily kept clean.

Kitchen utensils such as wash-up bowls, jugs, buckets, colanders, etc., are light in weight and will stand up to hot (not boiling) water. Provided they are not subjected to flame, they will give good wear. Canisters and food covers made in polystrene have the attractive appearance of glass without being so brittle.

Wire plate-racks, covered with polythene or p.v.c. to prevent the chipping of plates, have their place in the wash-up as well as the nylon scourers. The covering of the pastry roller with polytetrafluoroethylene to prevent pastry from sticking is yet another application of plastics. Useful work has been done in applying silicones to tins to prevent them from sticking with the added advantage of easing the task of removing food which has been cooked in the utensil.

Care of Aluminium

ALUMINIUM utensils of good quality will give long and valuable service if they are treated with care. Attention should be paid to the following details:—

(a) when new, boil out for at least 10 minutes. Use a teaspoonful of powdered alum or crystallised borax to each pint of water. This will remove the dark deposit which sometimes appears as a result of the presence of mineral salts in the water.

(b) do not use soda for cleaning. A little bicarbonate soda added to the water in which greens are cooked will, however, do no harm.

(c) do not use artificially-softened water in the base of a double saucepan, and make sure that any water left after cooking is emptied immediately after use.

(d) fine grade steel wool and soap will clean both the inside and outside of the pan. Rinse and dry thoroughly.

It is particularly important that the water for aluminium kettles should come only from the cold mains supply. This will prevent furring. Empty your kettle immediately after use, and never allow water to stand in it overnight.

In the case of aluminium frying pans, it should be remembered that, since aluminium is a good conductor, only a low heat is needed. Overheating will cause the food to stick to the pan and will also cause distortion of the metal. The latter also occurs if a hot frying pan is put into cold water.

Pastry Standards

A STANDARD fat used in conjunction with a standard recipe are the two essentials for uniformity in pastry. It is important to make allowance for the moisture content of the fat before deciding how much water to add in preparation. For simplicity, a proprietary line will give excellent results; but for economy, one should consider using fat extracted during other cooking processes. Local circumstances will, of course, determine the proportion of fats used from both these sources. However, the golden rule is that, once you have decided upon your fat, you must use it for the purpose for which it was selected.

Time to Relax

(*continued from page* 32)

The service counter—shop window of the canteen—should be well lit, the menu board easily seen, and the counter so designed to give a flow of food from the soup course to the sweet, without loss of time. Although service may be rapid, a bottleneck often occurs at the cash desk. With an unskilled cashier time is lost. But mental calculations of change are unnecessary with a change computation register in the class 6000 range of the multi-total cash registers. Each item is recorded and the total mechanically obtained. Both the amount tendered and the change due are clearly displayed on the register indicator. They are also printed below the customer's sales bill and on the protected audit record on the register itself. The register provides a printed itemised list of all transactions made each day.

With the ever increasing cost of staff and the need for canteens to operate at uneconomical periods, there is a great future for automatic vending machines in this country, especially in off-peak periods. The tea break habit has become firmly established as part of the daily factory or office routine. But by allowing access to vending machines at any time during the working period, this traditional tea break could be dispensed with, and there would be a resultant saving to management. In the canteen vending machines can provide a valuable round-the-clock supplement: they can bring a saving in canteen staff and a greater control of stock.

Executive Experiment

A NEW experiment in executive training will be launched in London this month by the British Institute of Management. There has long been a need, says the Institute, for greater continuity in understanding the principles and techniques of communication within a company. To meet this need, the BIM, in collaboration with the Northampton College of Advanced Technology and Science, will hold the first of a series of one-day seminars on communication.

The first three seminars on January 22, February 17 and April 21 are intended for managing directors and those at senior management level. Each, in turn, will be asked to nominate a subordinate manager from his own company to undertake a similar training course, starting in the autumn. The final course will be set aside for another management level.

Vending on Show

Britain's first automatic vending machine exhibition will be held from March 2 to 5, 1959, at the Royal Horticultural Society's Old Hall, Westminster, London.

February Diary for Management

BACIE

16 **Manchester.** Craft, student and graduate apprentices—their selection, training and development.

16–20 **Berkhamsted.** Techniques of instruction. Application of teaching methods.

19 Selection methods. Half-day conference at Wolverhampton.

BURTON MANOR (Burton in Wirral, Cheshire)

2–13 Supervisory management. Economic and industrial history, industrial and human relations, written and oral expression.

16–27 Nature of management. Part I.

16–27 Supervisory management. As for February 2–13.

INDUSTRIAL WELFARE SOCIETY
Non-residential courses at Robert Hyde House, London

3–5 Industrial and factory law.

3–5 Communication skills.

9–13 Junior executives and management trainees.

24–26 Pension funds

Residential conferences

13–16 **Bournemouth.** Foremen and shop stewards.

27–Mar. 2 **St. Anne's-on-Sea.** Catering managers.

INSTITUTE OF PERSONNEL MANAGEMENT

9–11 Non-residential conference. Salary structure and policy.

17 One-day discussion meeting for senior personnel officers.

23–27 Employee services and working conditions. Non-residential.

INSTITUTE OF WELFARE OFFICERS
Evening discussions.

17 **Caxton Hall, London.** Housing welfare problems.

13 **Birmingham.** Development of welfare services in the Central Electricity Generating Board.

OFFICE MANAGEMENT ASSOCIATION

23 **Birmingham.** One-day conference on document reproduction.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)

22–Mar. 13 Measures for management. Finance, personnel, production, statistical methods, work study and operational research.

URCHFONT MANOR (Devizes, Wilts)

9–14 Human factor in the office. For office supervisors.

23–28 Outlook for British industry. Course

January Stop Press

INDUSTRIAL WELFARE SOCIETY
Non-residential courses at Robert Hyde House, London

6 Report writing for junior executives.

13–14 Personnel forms and records.

15 Speaking successfully. First in a course of ten sessions to be held on successive Thursdays.

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ST ALBANS

Personnel Management & Methods

EQUIPMENT MARKET

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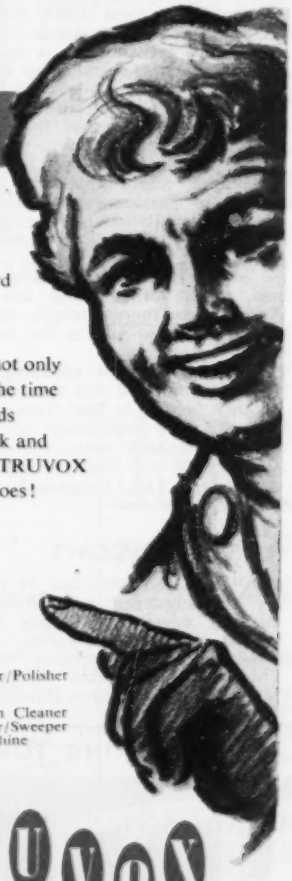

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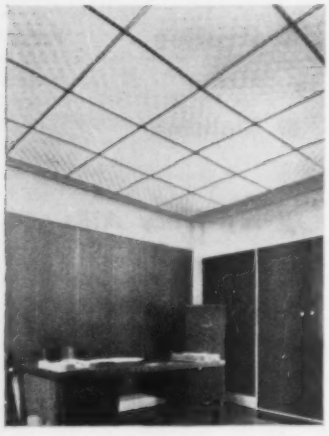
Firms with new products for better, safer working in industry are asked to send details to the Editor

EQUIPMENT MARKET

Heating and Lighting

PYRAMID CEILINGS

NEW, economical, varied and dust-retarding: these are the four features which the makers of Lumenated Pyramid ceilings claim for their latest approach to lighting. A false ceiling of diffusing panels appears, in effect, to be the source of light. The system utilises the basic components of



the Lumentated Module ceiling but offers four new designs. To economise on lighting, and to increase the decorative effect, panels of acoustic boards or tiles can be incorporated in the false ceiling, and surrounds can also be used.

Each module is vacuum-formed from vinyl plastics sheet, .015 in. thick, the pattern itself providing the necessary rigidity. To retard dust, the panels are subjected to an anti-static process but they can be lifted out by hand when necessary for cleaning with a soft brush. The cost will be approximately 10s. per square foot (excluding lamps) for a large installation.

Lumenated Ceilings Ltd., Alliance House, Caxton Street, London, S.W.1.

MINIATURE TUBES

FOR use in safety lights, indicator signs or local lighting units in factories and offices, Philips have extended their range of 4-, 6- and 8-watt miniature fluorescent lamps to the addition of a 13-watt, 21-inch size. The rating is available in cool white and warm white. Price: 15s. They have an adequate light output, negligible running cost, long life, and are robust and cool in operation.

Philips Electrical Ltd., Century House, Shaftesbury Avenue, London, W.C.2.

CONTINUOUS HEAT

FOR large modern offices with considerable glass areas, the "Sill-Line" appears to be particularly suitable. The construction is such that the equipment is installed as one long run down the outside wall of the building. The reason for this is that it is in this spot that there is the greatest heat loss.

This system may also have great advantages where there is a large amount of partitioning. Quite often, after the installation of heating equipment, the partitions have to be moved. As a result, it happens that some of the newly created offices are without heat, whilst others have too much. With its continuous length, this new system seems to add to the flexibility of movement.

The heat can be adjusted in the particular office to suit the individual. Another feature is that there is space beneath the installation to accommodate telephone wires, the electrical supply wires and clock control.

Copperad Ltd., Colnbrook, Slough, Bucks.

FLEXIBLE WINDOWS

DOUBLE windows can be obtained by using tough transparent plastic sheeting, edged with fabric binding, backed with sponge sealing strip in conjunction with existing windows. These flexible double windows are "popped" into position eliminating the use of screws or clips. They can be easily opened for ventilation, and, say the makers, are an ideal method of preventing heat-loss through glazing. It is also claimed that they maintain even room temperature, save fuel costs for space heating and improve personal comfort. Prices range, according to area required, from 5s. 1d. to 5s. 6d. per sq. ft.

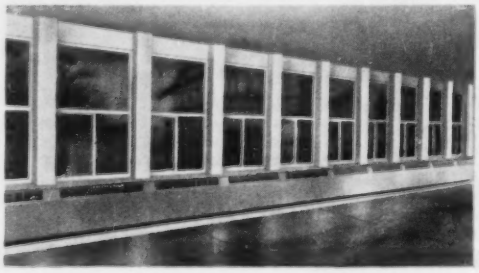
Dohm Ltd., 167 Victoria Street, London, S.W.1.

Efficiency Aids

CORDLESS SWITCHBOARD

TWO operators only are required to operate the first cordless switchboard to receive Post Office sanction in this country. The switchboard controls a private automatic branch exchange. In place of the jacks, plugs and cords are rows of push-buttons and keys, mounted on a small desk. This exchange has 110 extensions, 29 lines to the public exchange and four private wires to other offices. Any extension can dial another and can also dial outside numbers direct. Consequently, the operator is almost entirely occupied with incoming calls. To accept a call, she moves a key and the waiting calls are brought up in strict rotation. She then presses the "send" key to call the extension and a lamp indicates "free" or "busy". If the line is free, the out-

HEATING FOR ALL IN THE LONG RUN



This Sill-line installation appears to simplify the problem of heating large or small offices, especially when partitioning is used. It is worth noting that, as far as possible, all fitting is done by means of clip and spring fixings.

See above: Continuous Heat.

A service women appreciate . . .

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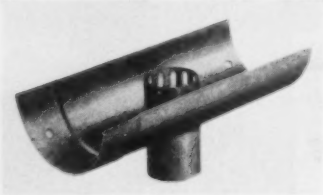
side call is put through automatically.

Other features include: a "ring when free" facility which rings the extension when it becomes free and automatically connects the outside call; a warning to a busy extension that an important call is waiting to come in; a "hold" mechanism which enables an extension to hold an outside call whilst he rings another extension; an automatic transfer call system without the operator's help.

Automatic Telephone & Electric Co. Ltd., Strowger House, 8 Arundel Street, London, W.C.2.

KEEP PIPES CLEAR

THIS leaf-guard has been developed to help solve the aggravating problem caused by leaves and other waste matter blocking outlets, downpipes and drains. The principle of the Harco is quite simple. It consists merely of an extension of the nozzle up into the trough of the gutter outlet. This extension has a number of aper-



tures through which water, but not the leaves, will pass. If they become completely blocked, the water will flow over and down the outlet, as the top is below the level of the rim of the gutter. Priced at between six and seven shillings, the Harco can be fitted to new or existing buildings.

G. A. Harvey & Co. (London) Ltd., Woolwich Road, London, S.E.7.

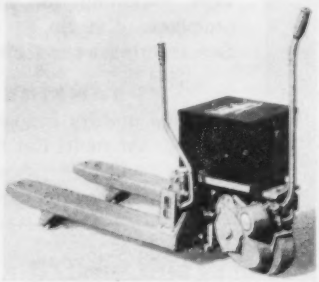
DOUBLE PROTECTION

WHEN batch bins are in constant, violent contact with one another there is always the danger that the rough treatment they receive will damage them. To prevent this, Rubazote has been used to pad metal buffers on each bin. The makers have used them in their own factory. Rubazote looks and feels like sponge rubber, although its structure and properties are quite different. It is actually soft expanded rubber of which each minute cell is sealed and contains an inert gas. An extra cushioning effect is provided, say the makers, not only from the resilience of rubber itself but also from the gas inside the cells.

Expanded Rubber Co. Ltd., Mitcham Road, Croydon, Surrey.

Handling

FOR CONFINED SPACES



The "Wrigley" 10 cwt. electric pallet truck is easily handled and appears ideal for use in confined spaces, upper floors or lifts. The forks are available in alternative lengths and widths to suit British Standard or special pallets. Complete power unit, with controls and drive, supplied separately if desired. Wessex Industries (Poole) Ltd., West Street, Poole, Dorset.

Safety

ALARM SAFE

OPEN or shut, this portable safe will raise the alarm whenever it is moved. The alarm system itself is operated by clockwork instead of the usual battery, and cannot be turned off by anyone other than the person who holds the key and knows the combination.

The alarm is internally set and cannot be turned off by anyone on the outside. The combination dial locking system is linked to the alarm so that if an attempt is made to open the safe, the bell will instantly ring. The duration of the ringing is claimed to be at least one and a half minutes, but it has been known to go on longer. The thief is not to know how long it will carry on.

Made in steel, the safe weighs approximately 12 lb. and costs £15.

Alarm Safe Co. Ltd., 30-31 Great Sutton Street, London, E.C.1.

FACE SAVER

COMPLETE protection and comfort is the feature stressed by the makers of the "Panorama Face Saver" for their new type of face shield. The Polythene adjustable headgear fits snugly and securely on the head, they say, and has many advantages over the ordinary fibre harness. The screens are produced and formed from Celastoid

and the size of the screens can be supplied in either 6 in., 8 in. or 10 in., and in either crystal clear or green anti-glare.

Panorama Equipment Ltd., Panorama House, 29/36 Seymour Mews, Wigmore Street, London, W.1.

"PANORAMA" is the registered trade mark of Panorama Equipment Ltd. and the goggles described on page 38 of the August issue of this journal under the heading 'Panoramic Goggles' are in no way associated with Panorama Equipment Ltd.

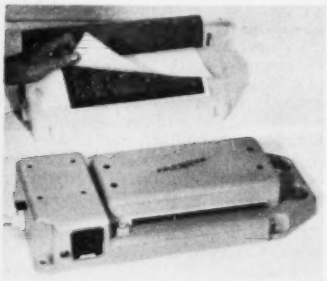
Office Aids

PHOTOGRAPHIC COPIES

THE "Polyprint" will, the makers say, copy anything in black and white writing, typing, pencil-work, ink-work or colour—the last in monotones. Using a photographic process, it consists of two separate electrically operated units—the light box in which special paper is exposed against an original or negative; and the processer in which the exposed paper is developed.

Negatives and prints are made from the same paper and one negative will produce an unlimited number of prints. Price: £70.

E. N. Mason & Sons Ltd., Arclight Works, Colchester, Essex.



DESK FILES

A and B (left) can be supplied as one unit.

THESE "Finger-tip" units have been designed to help keep the desk tidy without the necessity of putting loose papers and files away in the cabinet. Deep drawers may also be used to house the units which are produced in four basic models.

Model A measures 13½ in. wide, 10 3/16 in. deep, 11⅛ in. high; Model B, 8¾ in. x 11⅛ in. x 10¼ in. If desired, these two can be combined to make a single unit—22¼ in. x 11¼ in. x 11 in. Model C measures 8¼ in. x 15⅞ in. x 10¼ in., and Model D is 14¼ in. x 8¼ in. x 8½ in.

All models have partitions which are easily removable so that larger items can be filed as required. They are constructed in sheet steel and stove-enamelled in grey to operate in steel or wooden desks. Prices: A—39s. 11d.; B—52s. 3d.; C—64s. 2d.; D—55s. 1d. Models A and B, supplied as a pair, cost 85s.

Amsel Ltd., Christmas Steps, Bristol, 1.

SAFETY

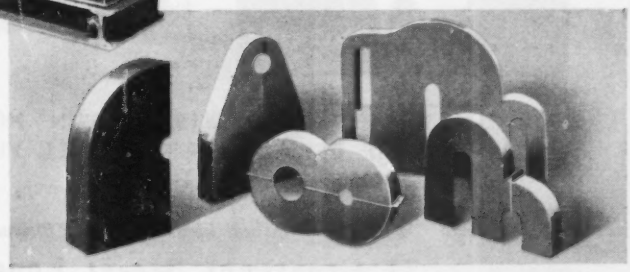
with Instant Access

'Harco' Machinery Guards are accurately designed to afford complete protection without interfering with the efficient operation of machinery, and are substantially constructed to withstand vibration and rough treatment. Full provision is made for authorised access for maintenance purposes, and all guards fully conform to Factory Act requirements. Ask for List PMT 996.

'HARCO'
Machinery Guards

IN WIREWORK OR SHEET METAL

Harvey



G. A. HARVEY & CO. (LONDON) LTD. Woolwich Road, London, S.E.7. Tel: GREenwich 3232 (22 lines)

Packaging

VALVELESS MARKING

THIS controlled-flow pen marker has no working parts to become clogged or to wear out. It is also valveless, which means that the pen can be used upside down without the flow ceasing. It is also claimed that it will always be ready for use, even after having been left unused for weeks.

The 'nib' on the marker is made of compressed felt, and various shapes are available for different types of marking. The ink dries instantly on paper, card, wood, cloth or any slightly porous surface, even though it cannot dry out in the pen. The refilling operation can be accomplished in about 15 seconds, and filling from new takes only a minute.

Ofrex Group, Ofrex House, Stephen Street, London, W.1.

AUTOMATIC GUMMER

DIVERSITY in the size of labels for parcels, cartons, packages, etc., has often meant that the gumming operation is better done with a sponge or wetting rag. To replace this inconvenience, the manufacturers of Oyster Hade label equipment have marketed their range of machines for doing the job.

There are five models and each can be used for either wetting a pre-gummed label or gumming. When used with the pre-gummed labels, the reservoir is filled with water; for plain labels, it is filled with gum, prepared from glue and water. The label is slid under the guide and drawn across the roller by hand and is then ready for instant application. Adjustment for different thicknesses is provided. Each model is designed to take particular widths, ranging from 3 in. on Model No. 1 to 10 in. on No. 4. The fifth model has a split roller, especially produced for the labelling of bottles, and takes labels up to 5 in. wide.

Leon Davis & Co., 9 Laurence Pountney Lane, London, E.C.4.

STENCIL SPRAY

THIS is the age of the aerosol, and in these columns we have already described a number of the many applications they have at work. The latest is a simple, efficient and, say the makers, an economical method of stencilling on cartons, crates and drums.

To operate the *Rosetto* spray stencil you simply press the top valve with your finger. The ink will dry within seconds, and it can be used on either porous or non-porous surfaces. This includes, of course, the interior and exterior of buildings, canvas, awnings, tarpaulins, and so on. The ink is also said to be effective for coating metal tools and small equipment.

J. & H. Rosenheim and Co., 80 York Street, Glasgow, C.2.
Cheltenham.

Mr. H. F. SPENCER — Managing Director of
RICHARD THOMAS & BALDWINS LIMITED
writes:—

"Although we have our own fuel engineering department occasions arise when we could do with additional qualified staff. A Regular Service Agreement with N·I·F·E·S provides us with a call on fully trained reserves.

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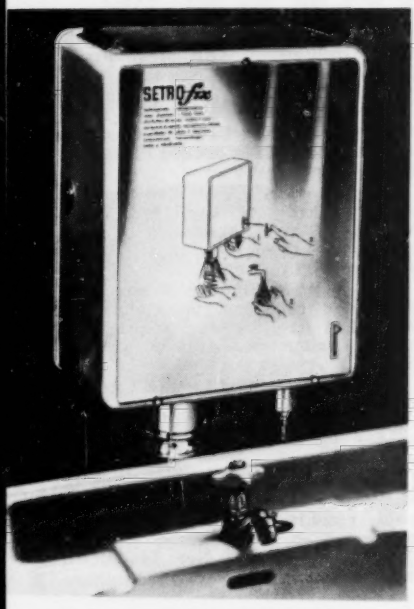
For address of nearest Area Engineer write to:—

N·I·F·E·S *National Industrial Fuel Efficiency Service*

Head Office: **71 Grosvenor Street London W1** · *Telephone:* Hyde Park 9706

Welfare

ECONOMY WASHING



SETRO-FIX, the soap dispenser and hand dryer, has banished soiled hand towels and much-handled remnants of soap, claim its makers. After the insertion of either a penny or threepenny coin, the soap in measured quantities is obtained by simply pressing up a valve. After washing, the hands are dried by a current of warm air which can be regulated as required. It is said that economy is a special feature of this machine — economy in initial cost, saving of towels and soap, and in reassuring hygiene. A maintenance service is available and the hire-purchase or renting of the machine can be arranged.

Automatic Canteen Co. Ltd., 35 Berkeley Square, London, W.1.

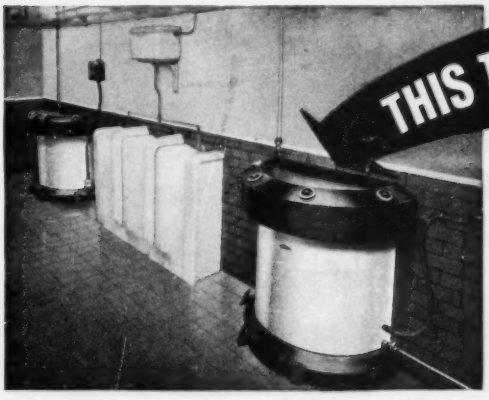
DICTATING TO GERMS

THE spread of germs and colds in the office should be safeguarded against, say the makers of the Dictapac equipment. Designed for use with dictating machines, the set consists of one Dictaspray for spraying the microphone, 12 Dictapads for wiping earpieces and one bottle of Dictafill for soaking the pads and refilling the spray. The increase in the use of dictating equipment would seem to suggest that this form of disinfectant could do something to combat the spreading of minor diseases in the office generally. Price: 6s. 6d.

British Universal E.M.E. Ltd., 36 Victoria Street, London, S.W.1.

FEMININE ATTRACTION

A VENDING machine which dispenses hand lotion is an item which should obviously warrant consideration by any office or factory which employs female staff. The makers of the Kitten-Kreme machine say that their new article will appeal to women both by the service which it



THIS TOWEL NEVER GETS WET

Quicker

HAND & FACE DRYER

Outstanding Advantages : High speed drying for hands and face ● Steam heated means instant heat ● Deals with 8 to 10 persons per minute ● Slashes towel costs ● Prevents spread of infection ● Easy to install ● Robustly constructed for long trouble-free service

Photograph by courtesy of The Staveley Iron & Chemical Co. Ltd., Staveley, Chesterfield.

Air Towel
HAND & FACE DRYER
A SPIRAL TUBE PRODUCT

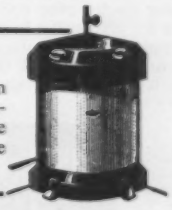
Patent Application No. 30090/56.

★ *The Spiral Tube Air Towel has been awarded the Certificate of the Royal Institute of Public Health and Hygiene for Hygienic Merit.*

PLEASE HELP SPASTICS

TWO MAN MODEL

A compact two man unit for corner mounting is available for the smaller factory where space is limited.



FURTHER PARTICULARS FROM AIR TOWEL DIVISION (DEPT. P.M.)

THE SPIRAL TUBE & COMPONENTS CO. LTD., OSMASTON PARK ROAD, DERBY. Telephone: DERBY 48761 (3 lines)

LONDON WORKS: HONEYPOT LANE, STANMORE, MIDDLESEX Tel.: EDGware 4658/9

offers and by its appearance. Finished in burnished gold of baked enamel, the machine dispenses a lotion containing lanolin and silicone, besides the basic ingredients of other lotions. An attractive claim by the manufacturers is that, although it costs the employee only one penny each time she uses it, profits from one filling are three times the cost of the lotion which sells at 10s. per 16 oz. bottle.

Another feature which they list is that the machine is completely cheat-proof—nothing but a penny will operate it. Nevertheless, it is easy to service, and refilling is carried out quickly, as the complete mechanism slides out of the cabinet.

Master Vending Machine Co. Ltd., 82-106 Cricklewood Lane, London, N.W.2.

Cleaning

UNIFORM POLISHING

THE "Turmix" industrial all-purpose floor maintenance machine, say the makers, is capable of cleaning or polishing right up to the skirting board and into the corners. The speed of 3,000 eliptical revolutions per minute and the greater pressure per square inch mean that uneven floors are polished uniformly.

The various rectangular elements can be changed in a matter of seconds and the job is again made lighter by the weight of the machine which can be operated single-handed. Maintenance is eased by the direct drive from the motor spindle to an eccentrically arranged ball-bearing—there are no chains, belts or gears to go wrong.

Gravity Feed Slicing Machine Co. Ltd., 61-63 St. John Street, London, E.C.1.

New Lists and Addresses

Building of a block to accommodate their new head office in Church Road, Mitcham, has been started by Thos. Parsons & Sons Ltd.—manufacturers of varnishes, enamels, japans, fine colours and cellulose laquers. The building will be ready for occupation early in 1959.

A complete range of their office furniture is given in a new catalogue issued by the Office Equipment Co. (Oxford Cabinet Co. Ltd.), 113 High Holborn, London, W.C.1.

The London Sales Office of Brook Motors Ltd., formerly at Westminster, has been transferred to 1-2 Finsbury Square, London, E.C.2. New telephone numbers: Metropolitan 9401-7.

"This is TI today" is the title of a list of products of the home subsidiary and associate companies of Tube Investments Ltd., The Adelphi, London, W.C.2.

"Small Fans and Blowers", Publication No. 41, has been issued by Keith Blackman Limited, Mill Mead Road, London, N.17.

Dallow Lambert & Co. Ltd., pneumatic dust control engineers, Thurmaston, Leicester, have produced a new folder (No. 58) entitled "Drytube Dust Filters".

The new offices of Executive Appointments Limited have been moved to 78 Wigmore Street, London, W.1. The telephone number remains, as before, HUNter 9953.

The offices of Films de France Ltd., Filmsonor Ltd. and Intercontinental Films Ltd. have removed to 102 Dean Street, London, W.1. Phone: REGent 3455-9.

British Olivetti Limited (office machinery) have moved their head office to new premises at 30 Berkeley Square, London, W.1. Phone: GROsvenor 6161.

The sales and marketing divisions of Kimberly-Clark Ltd., manufacturers of paper products including Hi-Dri paper towels, have been moved to new premises at Larkfield, Near Maidstone, Kent. Phone: MAIdstone 7221.

Where hygiene matters most... install the

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CONTINUOUS TOWEL CABINET

In medical rooms, sick bays, first aid posts, towel hygiene is of primary importance. With a "ROLOMATIC" Roll Towel Cabinet you can ensure a separate portion of clean, soft towel for each user. Each cabinet contains a 45 yard roll which we supply, repair, replace and launder every week in a regular collection and delivery service.

- Immaculate cabinet installed and maintained FREE.
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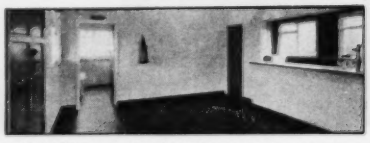

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H. PEEL LTD., Dept. P.M.M., Mearclough Works, Wakefield Road, SOWERBY BRIDGE, Yorks. Tel: HALIFAX 81211

SOUTHERN AREA AGENT: Airflow (Watford) Ltd., Oxhey Lane, Watford, Herts. Tel: 21579

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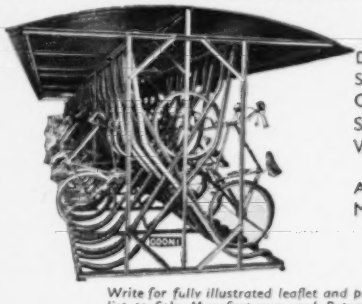

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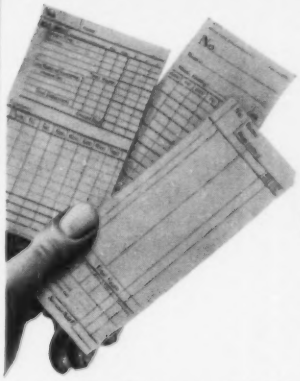

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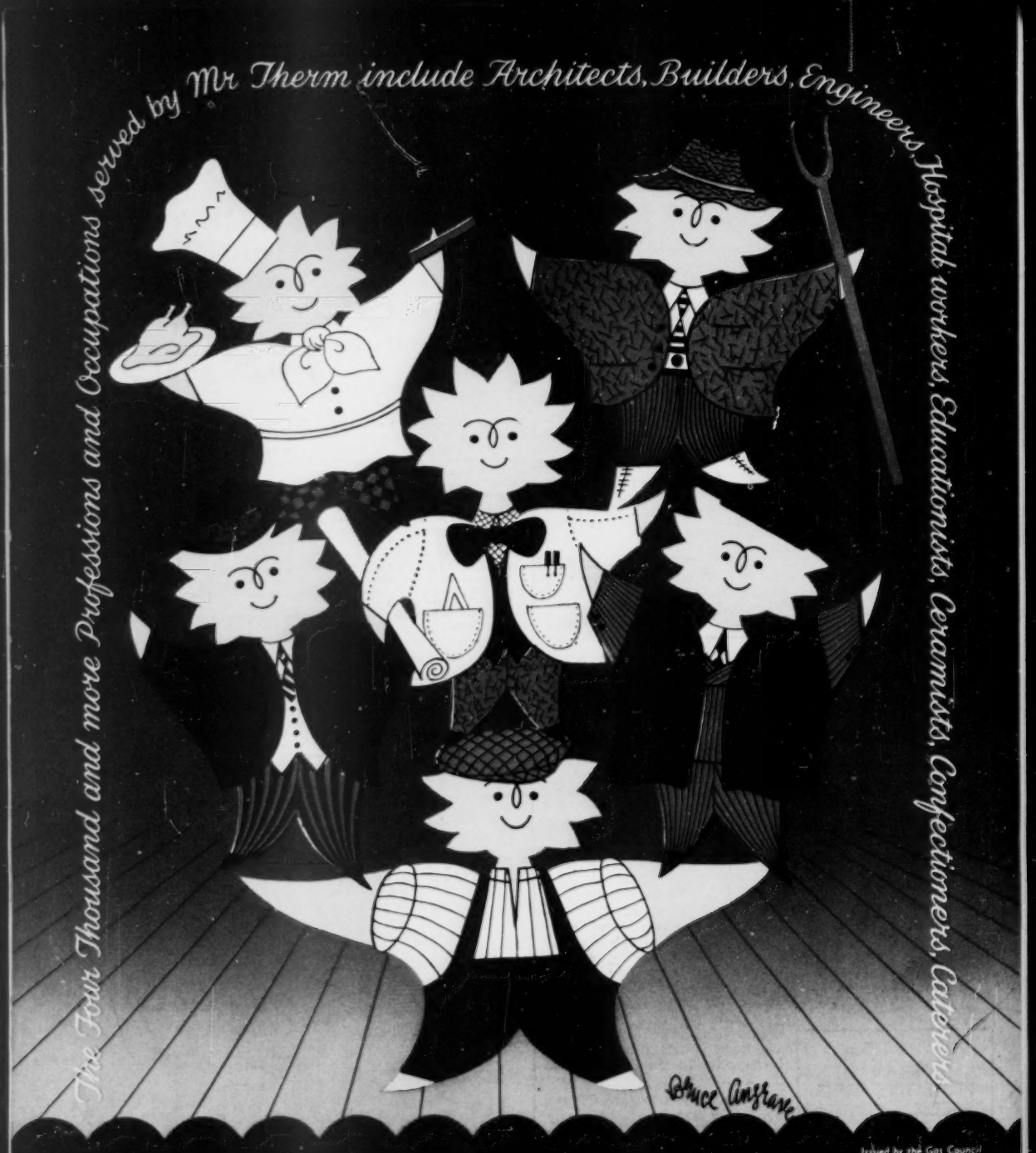
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